



*The Rose Institute of State and Local Government*

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*The Rose Institute of State and Local Government*

March 14, 2011

Mr. Daniel Claypool  
Executive Director  
Citizens Redistricting Commission  
1130 K Street  
Suite 101  
Sacramento, CA 95814

Dear Mr. Claypool,

The Rose Institute of State and Local Government at Claremont McKenna College appreciates the opportunity to provide this proposal for redistricting services to the Citizens Redistricting Commission. Since the Institute's organization as a part of the College in 1973, a key focus of our research programs has been California's demographics, the Census, and redistricting. The Institute team brings a unique combination of academic research and real-world experience to redistricting consulting. We welcome the opportunity to bring this background to assist the Commission in its historic work.

## **I. The Technical Consultant's Role**

The first California Citizens Redistricting Commission is engaged in an historic undertaking. After 30 years of reform attempts, millions of Californians in two elections voted to establish this Commission as the independent, authoritative body to draw the state's Assembly, Senate, Congressional and Board of Equalization districts, and to end the state's history of partisan and bipartisan incumbent-protection gerrymanders. Last year, over 25,000 Californians indicated their interest in the Commission's work by filling out the first stage of the Commission application materials. Clearly, the public is interested in the Commission's work and the public has high expectations that the Commission will implement a fair, transparent, non-partisan, and effective redistricting process. Experienced, expert technical support is necessary for the Commission to complete this work in a timely and effective way.

## **An Experienced Technical Consultant Enables the Commission to be Effective**

As the Commission moves past the task of contracting and hiring, it will face the difficult challenges presented by the line-drawing process, including compliance with an array of federal and state legal

requirements, management of the public input process, and development of final maps. The Commission clearly aims to accomplish this in a manner that meets or exceeds the high expectations of the California voters who established the Commission.

Once experienced technical consultants join the existing staff and attorney(s) expert in the Voting Rights Act are on board, the Commission will have a full team to help plan meetings; assist with identifying the challenges and options facing the Commission; prepare educational materials that engage, educate, and empower the public to participate actively in this process; develop district maps that illustrate for the Commission and the public the options and challenges involved in drawing each plan; and draw maps requested by the Commission as it works toward its final plans.

The choice of technical consultant(s) is of vital importance to this process. The consultant(s) must be highly qualified and experienced in the wide range of tasks required to complete a successful statewide redistricting under California's new legal rules. Among other things, an experienced technical consultant:

- knows the requirements, opportunities, and potential problem areas presented by the Federal Voting Rights Act;
- knows how to present materials to the public in ways that will engage, educate, and empower the public to make substantive contributions to the Commission's work;
- knows what questions to ask and data to present to enable Commissioners to identify the key issues and make informed decisions;
- knows that many gigabytes of useful mapping data exist in California's regional, county, and city GIS departments; and
- knows how to collect and present that data for the Commission's benefit.

Consider one example of how an experienced technical consultant can help. As you know, the law bans the Commission from adopting draft plans until a first round of public input hearings is held. In these meetings, more members of the public will offer the Commission input and advice if they have a map to trigger their interest and specific thoughts. An experienced technical consultant knows that in every city and county in California there exist a number of potential "community of interest" boundaries, already drawn into local GIS mapping systems. If so directed by the Commission, an experienced technical consultant can collect these boundaries and show them to the public at public input hearings and through interactive online mapping systems. The public would then be able to comment concretely on the potential community definitions and either confirm their appropriateness or suggest alternative configurations.

Similarly, an experienced technical consultant has the ability to translate public input into usable mapping data. Redistricting is technically complex and it is difficult for many members of the public to provide information in a formalized way. While GIS technicians new to redistricting are often tempted to propose required standards for public input, the experienced technical consultant knows that every piece of public input is valuable, even if not professionally or even neatly formatted. The experienced technical consultant knows how to take that input—whether from a well-funded group employing the latest mapping technology or from the individual meeting participant who draws his or her idea on the back of a napkin—and turn it into concrete geographic suggestions for the Commission's consideration and potential direction.

## **The Right Technical Consultant Helps the Commission Make the Most of its Limited Time**

Perhaps the most important reason to hire an experienced technical consultant with a solid record of successfully completing complex redistricting projects is *time*. As Commissioner Yao put it, from April 1 to its August 15 deadline, the Commission has 136 days to draw 177 districts—a daunting task. Meeting that timeline behind closed doors would be no problem. But with the public outreach and public notice requirements of Propositions 11 and 20, and the clear and laudable desire of the Commission to maximize public engagement even beyond those extensive requirements, the Commission will need a support team that can maximize its effectiveness. Concise, informative briefings for the Commission and the public, with clear descriptions of the issues and options facing the Commission and the public at the time, are vital.

Equally vital is the need for a technical consultant experienced at informing members the public how they can assist the Commission each step of the process. This requires experience in providing members of the public with the tools and opportunities they need to draw communities, regions, proposed districts, and statewide plans. During the give-and-take of Commission hearings, the Commission will rely heavily on its technical consultant to assist the public by presenting the current state of the Commission's work (including maps); clearly illustrating how the public can share its thoughts with the Commission in ways most usable by the Commission; and in assisting members of the public in their presentations to the Commission by asking for guidance from speakers when their requests are incomplete or when additional information would help the Commission understand, review, and evaluate their requests.

Without the assistance of an expert and experienced technical consultant, the Commission and the public can waste precious time discussing ideas or concerns without ever receiving the information necessary for the Commission to consider and address the specific idea or concern in question. Nothing is more frustrating – or more wasteful of the Commission's extremely limited time – than hearing extensive public comment on a concern, perhaps spending time engaging the commenters in discussion, only later to realize that vital information was not received, leaving the Commission guessing about what action or cure the commenters really wanted the Commission to consider. Problems are easy to describe, but offering solutions for consideration is hard. Assisting the public in moving from comments on problems to concrete requests for solutions is a vital role for an experienced technical consultant--and one too few redistricting consultants have any experience performing.

## **The Importance of a Technical Consultant's Understanding of Redistricting Laws.**

As you have learned, there are a multitude of federal and state laws governing the redistricting process. Your technical consultant must have in-depth knowledge of the new laws on population deviation for state legislative districts; with the revisions to the Federal Voting Rights Act enacted by the Courts, by Congress, and by the Department of Justice in the years since 2001; and with the data provided by the Census Bureau, which also has changed radically since 2001. The Commission is currently engaged in the process of hiring an attorney expert in all of these issues. To be effective, the attorney needs a technical consultant who acts as partner to the attorney, not who needs training from that attorney. An experienced technical consultant, fully familiar with the latest versions of all of these laws, data, and situations, acts as a "force multiplier" for the attorney by allowing the attorney to focus on the key legal questions facing the Commission. The attorney must be able to

trust the technical consultant to bring to the attention of the attorney and the Commission potential legal concerns far enough in advance for the attorney to analyze the situation and offer guidance to the Commission in a timely and efficient manner--again, saving the Commission's precious time for more positive pursuits such as hearing more public input or focusing more attention to a plan or plans before them. The Voting Rights attorney(s), and the Commission, must be able to count on an experienced technical consultant who is fully familiar with the "five challenges" of California redistricting in 2011:

- (1) new Department of Justice guidance regarding Section 5 preclearance;
- (2) new rules for communities of interest laid out in the *LULAC* decision of the U.S. Supreme Court;
- (3) new rules for population balance set forth in the U.S. Supreme Court's *Larios* ruling;
- (4) new Citizen Voting Age population data required by the Ninth Circuit Court and issued by the Census Bureau in two new, separate (and differing) databases; and
- (5) the data, methodologies, over-counts and under-counts currently found in the California Statewide Database on voter registration and turnout by ethnic surname.

In short, a technical consultant thoroughly familiar with all aspects of the Federal Voting Rights Act enhances and enables the work of the Commission's Voting Rights Act attorney(s) and significantly improves the Commission's ability to understand the challenges before it and adopt the course of action the Commission deems best. Given the crucial importance of the technical consultant to the Commission's work, the Commission needs a consultant or consultants who:

- Is experienced with the pre-clearance requirements of Section 5 of the Federal Voting Rights Act and the requirements of Section 2 of that Act;
- Is experienced with the multitude of changes since 2001 in the laws, regulations, and data of redistricting; and
- Is experienced in court proceedings where the Voting Rights Act's definition of "ability to elect" is at issue.

A consultant lacking such experience will detract from the Commission's work by requiring considerable amounts of the Voting Rights Act attorney(s)'s time for what amounts to essentially training the consultant. Given the limited time available to the Commission, it must be able to rely on an experienced technical consultant and support team to be experts in every aspect of technical redistricting work from the very first day.

### Technical Consultant's Role: Conclusion

In summary, the technical consultant for the Commission must:

- Be expert in the rapid use of technology to develop, analyze, and distribute redistricting plans (and to receive and process such plans from the public);

- Be experienced in large-scale redistricting projects involving multiple layers of government (such as communities, cities, counties, and regions), involving extensive public outreach, and involving the development and consideration of redistricting plans in a fully transparent manner, so that the consultant can offer ideas, highlight potential challenges, and otherwise enable the Commission to achieve its goals and mission in the very limited time available;
- Be expert in the content, compilation, margins of error, strengths and weaknesses of the data available for redistricting from the decennial Census, from the American Community Survey, from the Special Tabulation of Citizen Voting Age Data, from the California Statewide Database, from local government GIS departments, and from the public;
- Be expert in engaging, educating, and empowering the public to participate in this complicated and relatively obscure public policy endeavor, including the ability to train the public in the use of redistricting software, both desktop and online versions and free online tools such as Google Earth, Google Maps, ArcExplorer, ArcGIS Online, Bing Maps, and Google MapMaker (including expertise in how to prepare redistricting plans for distribution across all of relevant platforms);
- Be expert and personable in assisting the Commission and the public during public input sessions to ensure that the current issues are clear to everyone and that the public knows how to present its opinions and requests in the ways most useful to the Commission (including the ability to translate that input, in whatever form it is provided, into concrete items for the Commission to consider); and in assisting the Commission in formulating the direction it wishes to give to the technical consultant, acting on that direction in a clear and transparent manner, and reporting to the Commission and the public in a clear manner that illustrates the benefits and liabilities of the change tested and offers clear options for the Commission to consider;
- Be expert in the Federal Voting Rights Act, especially in the many changes in law, regulation, and data occurring since 2001, and able to partner effectively with the Commission's selected Voting Rights Act attorney(s).

## **II. Proposer's Ability to Fulfill the Role of Technical Consultant**

We have presented responses to specific project requirements in the required forms. The following overview provides additional information regarding the team's qualifications for this project.

### **Overview of the Rose Institute Team's Redistricting Expertise**

From its founding in 1973, the Rose Institute of State and Local Government at Claremont McKenna College has been one of the nation's premier sources of redistricting and demographic research. The Institute's mission has expanded over time, but redistricting and demographics remain at the center of the Institute's work.

In 1981, the Institute launched California's first significant campaign to engage and educate the public on redistricting. In fact this campaign consisted of two separate efforts. Funded by the California Business Roundtable (not by the Republican Party, as was erroneously reported in the biography *Willie Brown* written by James Richardson) the Institute conducted a statewide information and engagement program that included community meetings, editorial board briefings, and detailed technical analysis of each plan considered by the legislature during redistricting.

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Also in 1981, the Institute made its database and technical resources available to *Californios for Fair Representation*, which was a Latino-focused organization focused on statewide mobilization of the Latino community to advocate for improved representation and increased opportunities to elect members of the state's fastest-growing ethnic group.

From the 1960s through 1981, Dr. Leroy Hardy was the pre-eminent Democratic redistricting consultant. Dr. Hardy worked for the legendary Rep. Phil Burton (D-San Francisco). In 1991, Dr. Hardy brought his many ideas about how to reform redistricting – drawn from his many years of practical experience – to the Rose Institute, where he joined Dr. Alan Heslop as co-director of the Institute's Redistricting Program. Drs. Hardy and Heslop published a number of studies that have entered into the redistricting reform literature addressing issues including public participation and the role of communities of interest. Upon his death in 2008, Dr. Hardy left his extensive personal redistricting library to the Rose Institute where it has proven invaluable for our student researchers.

As it did in 1981, the Rose Institute in 1991 again offered its database and technical resources to community groups interested in redistricting, and a map drawn at the Institute by Adrian Dove of the Congress on Racial Equality (CORE) represented the only change to the Special Master's plan approved by the State Supreme Court.

In 1981, 1991, and 2001, the Institute hosted hundreds of local grassroots organizations, local government officials, and state experts at the Institute's multi-day "Time to Draw the Line" conferences. These conferences taught participants about the rules, process, and tools of redistricting, and provided participants with the information needed to go back to their communities and become involved in the process. In October of 2009, the Institute hosted a one-day conference at the Rose Institute aimed at local government leaders and interested community individuals and organizations, followed in December 2010 by a conference in Sacramento attended by over 90 local leaders, statewide organizational leaders, and legislative staff.

In 2001, and again during the redistricting reform debates of 2005, 2008, and 2010, the Rose Institute served as a major source of redistricting history, data, and analysis for California media, community organizations, and any interested Californian. The Institute's research, advice, and assistance have always been provided in an expert, non-partisan manner to all interested organizations (including the media) and individuals.

Jurisdictions interested in conducting transparent, community-oriented redistricting projects have frequently turned to the Rose Institute for assistance. Rose Institute personnel, working either directly through the Institute or through National Demographics Corporation, have successfully completed over 60 official state or local redistricting engagements over the past four redistricting cycles. The Rose Institute team now proposes to bring this wealth of knowledge and experience to assist California's historic first-ever Citizens Redistricting Commission.

The Rose Institute redistricting team is led by Douglas Johnson. Mr. Johnson's nonpartisan expertise in this field is widely acknowledged and his advice is sought by entities from all corners of the country. He has performed redistricting line-drawing services for over 35 state and local jurisdictions (all non-partisan); served as an expert consultant to the City of Modesto as it developed its charter revisions creating an independent redistricting commission; served as a public education consultant for Modesto, Goleta, and Wildomar as each community addressed the question of whether to use by-district or at-large elections for city council elections; and served as an expert consultant on the redistricting process and the identification and treatment of communities of interest in redistricting for the Florida State Senate during its 2002 redistricting. As a redistricting

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consultant to all levels of California local governments from special districts to counties, Mr. Johnson is one of the state's experts in the prevalence, use and availability of community-related data among the state's local government GIS departments. Moreover, Mr. Johnson is the state's leading demographic expert on the California Voting Rights Act, as he is a consultant to more than 150 local California jurisdictions seeking assessment of their demographic data and potential need to change election systems under the provisions of that Act. When the members of the media seeks experts to discuss redistricting's history, reform efforts, technical complexities, or impact on people and policy, they often turn first to the Rose Institute. Mr. Johnson has been a panelist or keynote speaker on redistricting issues for conferences organized by the National Conference of State Legislatures, the Arizona and California Leagues of Cities, the Irvine Foundation, the California School Board Association, the California Latino School Boards Association, the Commonwealth Club's "Voices of Reform" program, the League of Women Voters, and Campaign Legal Center, among others. His articles have appeared in the *Fresno Bee*, the *Los Angeles Times*, the *New York Times*, and other publications. He has also done broadcast interviews regarding redistricting on KPBS, KRON, KCET, CNN, and Fox News.

Rose Institute team member Dr. Florence Adams is similarly expert in redistricting issues. Her doctoral dissertation on redistricting, *Latinos and Local Representation: Changing Realities, Emerging Theories*, was published in 2000. Dr. Adams has served as redistricting consultant to over 40 different state and local government redistricting projects. As the Rose Institute's Associate Director for 33 years, she bore primary responsibility for the Institute's training of undergraduate and graduate redistricting experts between 1976 and 2009. In addition to appearances on many Rose Institute conference panels, Dr. Adams spoke on "Latinos and the Voting Rights Act" at the 2002 "Redistricting in the New Millennium" Lecture Series hosted by Utah State University.

Dr. Lisa Handley is one of the national experts on racially polarized voting analysis. Dr. Handley has had 23 Voting Rights Act consulting engagements since 2000, including work for the U.S. Department of Justice in several Section 2 lawsuits and as an expert witness in over 55 Voting Rights Act cases. Dr. Handley offers an invaluable skill set and expertise to the Commission. She provides guidance and strategic advice to the Rose Institute team. Should the Commission be so inclined, the Rose Institute team highly recommends her as a separate consultant to the Commission providing racially polarized voting analysis (though that work is not offered within the bid price of this proposal). This time-consuming analysis will be vital to the Commission's work, and the Institute recommends that the Commission engage Dr. Handley (or another similarly qualified individual, if the Commission so chooses) to perform it as soon as possible. To facilitate the Commission's rapid action on this issue, the Institute team requested, and Dr. Handley provided, the attached information regarding this potential study.

Mr. Justin Levitt is among the state's top experts in the demographics and demographic trends among California's diverse cities, counties and regions. He possesses a detailed understanding of communities and demographics that will be invaluable to the Commission's attempts to identify and draw communities of interest across the state. A Ph.D. candidate at the University of California at San Diego, Mr. Levitt is also an expert in the use of Maptitude, ArcGIS, and the Maptitude Extension for ArcGIS. Mr. Levitt is also highly competent in the training and management of large teams of GIS technicians. He will play a central role in the coordination of work among the Institute's large team of redistricting-trained and Maptitude-expert Associates.

In 2008, Dr. Kenneth P. Miller co-edited [The New Political Geography of California](#). His co-editors were Fr  d  rick Douzet of the University of Paris and Thad Kousser of U.C. San Diego. Published by Berkeley Public Policy Press, this highly regarded book analyzes the state's changing



racial and ethnic, social, and political demographics. It includes a chapter co-authored by Dr. Miller and Dr. Douzet titled "California's East-West Divide," a chapter co-written by Dr. Miller and fellow Rose Institute team member Justin Levitt titled "The San Joaquin Valley: Republican Realignment and its Limits," along with chapters by Dan Walters, Bruce Cain, Karin MacDonald, Rafael Sonenshein, J. Morgan Kousser, Morris Fiorina, and others. Dr. Miller's expertise in California demographics and politics includes teaching a class "California Politics" at Claremont McKenna College, and he was an expert witness on the issue of the assessment of political power in California for the 2010 case of *Perry v. Schwarzenegger*.

Dr. Andrew Busch is the author of a series of books on American Presidential elections, among many other works in political science. He testified as an expert witness on traditional redistricting criteria, in particular on the unnecessary division of communities of interest, in a Colorado case, *Avalos v. Davidson*, in 2001.

Mr. David Meyer is in charge of the Institute's use of ArcGIS software and online GIS tools. The Institute is developing a multitude of public information services that share data with the public through a simple internet browser while offering the user GIS capabilities to turn layers on and off, zoom in and out, and select varying base layers (such as road maps, topographical maps, or satellite imagery) to underlay the data being reviewed. He will lead the Institute's proposed work to post online live, interactive versions of all plans presented to and/or considered by the Commission. This capability will allow the public to view all plans at varying levels of detail, from statewide maps to their individual home and parcels, all from any internet browser.

### The Institute Team's Specific Expertise in Key Technical Consultant Roles

- ***Be expert in the rapid use of technology to develop, analyze, and distribute redistricting plans (and to receive and process such plans from the public)***

The Institute was home to one of the original redistricting GIS systems in the country. In 1981 the Institute had the only GIS system in California capable of developing redistricting plans that was not on contract to the legislature. The Institute used this system to support a public education and participation campaign that led to then unprecedented public and media attention and participation in the state's redistricting. The legislature, both parties, *Californios for Fair Representation*, the media, and a variety of other organizations contracted with the Institute for use of the statewide redistricting database that was built by the Institute for use in the Institute's GIS system.

The Institute's systems have continued to evolve through the 1991, 2001, and current redistricting cycles, and the Institute currently houses the widest array of redistricting-related software tools available. The Institute currently uses Maptitude for Redistricting stand-alone desktop software; the Maptitude for Redistricting Extension for ArcGIS; Maptitude Online Redistricting; and the ESRI Online Redistricting software.

The Institute team proposes to use Maptitude for Redistricting (stand-alone) and the Maptitude for Redistricting Extension for ArcGIS for this project. The Institute team will also support either Maptitude Online Redistricting, the ESRI Online Redistricting software, or the competing offering from URS, should the Commission be interested in offering either of those programs to the public. The Rose Institute team encourages the Commission to consider offering an online redistricting option, but, given the roughly \$100,000 cost of purchasing licenses and arranging hosting, the Rose Institute is not proposing to purchase and offer online redistricting software within the price of this bid. If the Commission does choose to purchase the online software and hosting, the Rose Institute

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team will install and support the public's use of that system within the price of the bid before you today.

The Rose Institute team has ample computer hardware at its disposal, including:

- (1) Six computer workstations running Maptitude redistricting software (some stand-alone, some the ArcGIS Extension for maximum compatibility with public input);
- (2) A plotter;
- (3) All necessary physical and data security and backup measures; and
- (4) A web server running the ArcGIS online suite of software, where the Rose Institute will post for public review through interactive online GIS tools an atlas of California demographic data and all plans presented to and/or considered by the Commission.

The Institute team will also provide staff management and file conversion for a page on the WeDrawTheLines.ca.gov website where all data and plan files will be posted in a variety of file formats (including dbf, shapefile, geographic file, KML, and, where appropriate, Excel and PDF) for public access.

- ***Be experienced in large-scale redistricting projects involving multiple layers of government (such as communities, cities, counties, and regions), involving extensive public outreach, and involving the development and consideration of redistricting plans in a fully transparent manner, so that the consultant can offer ideas, highlight potential challenges, and otherwise enable the Commission to achieve its goals and mission in the very limited time available***

As consultants to the San Diego City Schools and to the State of Arizona Independent Redistricting Commission, among other clients, Rose Institute team members Dr. Florence Adams, Mr. Douglas Johnson, and Mr. Justin Levitt all experienced the challenges of managing large-scale projects with significant public involvement. Not only is the Rose Institute team experienced in receiving, cataloguing, processing, and analyzing public input in a wide array of formats, but the Institute team is also experienced in the earlier steps needed to engage and educate the public in the process. The Institute's successes in such efforts include Arizona, where hundreds of people presented maps and requests for changes in maps to the Commission that the Institute team received, input, analyzed and reported back to the Commission. The number of plans received from and presented to the public reached such a level that the Department of Justice sought the Institute team's guidance on which plans to focus on in its pre-clearance review, because its traditional approach of reviewing every map discussed in public would have overwhelmed the Department's resources. The Institute team has enjoyed similar success at public outreach at much lower levels of government. Recently in Menifee, Mr. Johnson led an initial districting project that engaged, educated, and empowered the community, leading the public to draw and submit 35 citywide districting plans for Council consideration. Previous projects led by Mr. Johnson and/or Dr. Adams saw scores of plans submitted after high school teachers offered students extra credit for drawing and submitting plans using "public participation kits" designed by the Institute team. The kits were easy enough to use that the students drew and submitted the plans with no education session or personal assistance needed from the Institute team—in the years before online redistricting tools were available and simple paper, pencil and calculator or Excel were all that were available. Thanks to the Institute

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team's outreach and development of innovative tools, classes of 20 to 35 high school students have drawn plans when offered such an opportunity.

Beyond promoting public engagement, the Institute team understands that the key to supporting the Commission in this complex and fast environment is to maintain close coordination with the Commission members throughout the process; to constantly look ahead to identify the questions, issues, and decisions that are coming up for the Commission; to be constantly available to the Commission and other Commission staff members throughout the process; and to be always available, professional, and helpful to the public at every stage in redistricting.

The Rose Institute team knows that an important responsibility for the consultant will be to take Commission direction on the criteria and on the state's communities of interest to identify the "building blocks" of redistricting plans. Rather than needing to make decisions census block by census block, the Rose Institute team will code in each decision and direction of the Commission so that future directions and tests can be processed and analyzed in the context of all of the Commission's goals and directions. This use of plan building blocks, called "Units of Redistricting" by the Institute team, significantly accelerates the team's ability to respond to Commission directions and to develop potential draft plans and eventual Commission-directed revisions to those plans. The Institute team is experienced in the team approach that the Commission will need to employ to draft, review, revise and adopt its draft redistricting plans and to test, evaluate, and incorporate or reject potential revisions to those draft plans as the Commission moves from draft to final plans. The Institute team will be divided into overlapping and rotating teams that have specific responsibilities for specific plans at different points in the Commission process. This team management approach enables the Commission to take public input and consider revisions to one plan (e.g. Assembly) while another Institute team works on testing previous directions given by the Commission regarding another plan (e.g. Congress). This approach allows the Commission's work and interaction with the public to continue uninterrupted while often-complex map changes are tested and reported back to the Commission and the public. All of this work will be completely transparent, and all plan teams will be available to the Commission and Commission staff at all times.

If the Commission so directs, the Institute team is prepared and more than willing to share the drawing and rotation of plans with another team that the Commission wishes to include in the process, whether it be a second technical consulting entity or a "peer" or "in-process" reviewer as described in the invitation to bid documentation.

Mr. Johnson, Dr. Adams, and Mr. Levitt all have experience with "plan teams" from our work with the Arizona Independent Redistricting Commission.

- ***Be expert in the content, compilation, margins of error, strengths and weaknesses of the data available for redistricting from the decennial Census, from the American Community survey, from the Special Tabulation of Citizen Voting Age Data, from the California Statewide Database, from local government GIS departments, and from the public***

Since establishment of the Institute's "California Data Network," in the 1970s, the Rose Institute has been deeply involved in the development and analysis of redistricting-related data. Mr. Johnson has a close and longstanding relationship with the team at the California Statewide Database, and they have worked together numerous times to identify different issues and improvements for the Statewide Database. The National Conference of State Legislatures recently asked Mr. Johnson to

present "Citizen Voting Age Population from the Line Drawer's Perspective" to over 100 state legislators and redistricting staff from across the country. Mr. Johnson's knowledge of Census Data was one factor in the City of Vista's successful effort to convince the Department of Justice to drop a Section 2 case against the City by illustrating to the Department that there were better Census databases to use in the analysis of Vista than the databases the Department was aware of at the time. Mr. Johnson is a nationally sought-after expert on the redistricting uses and limitations of American Community Survey data and the Special Tabulation of Citizen Voting Age data, both from the Census Bureau. Mr. Johnson has also been in ongoing talks with the Statewide Database in hopes of resolving the issue of under-counted Filipino-surnamed voters in that database prior to the release of the database for use in the state's 2011 redistricting.

In his role as President of National Demographics Corporation, Mr. Johnson is the State of Arizona's contracted liaison to the Census Bureau's Redistricting Data Office for the Census Bureau's Phase II preparations for the 2010 Census. In this role Mr. Johnson developed a program of cooperation between state and county officials to perform the normally-arduous and expensive Phase II program much faster and for a budget 75 percent smaller than other states of comparable size. The State of Arizona retained Mr. Johnson to build its Statewide Database of election results. This project is very similar to the work that the Statewide Database team at UC Berkeley and Caltech University is contracted to do here in California. For this project, Mr. Johnson's team collected election results from every state primary and general election from 2004 through 2010; compiled that data into a statewide file; and disaggregated the data to the Census Block level.

- *Be expert in engaging, educating, and empowering the public to participate in this complicated and relatively obscure public policy endeavor including the ability to train the public in the use of redistricting software (both desktop and online versions) and free online tools such as Google Earth, Google Maps, ArcExplorer, ArcGIS Online, Bing Maps, and Google MapMaker (including expertise in how to prepare redistricting plans for distribution across all of relevant platforms)*

The Rose Institute has been on the cutting edge of public empowerment redistricting tools since the 1970s. From the creation of the original public participation kits for local redistricting in the 1970s, the Institute team has evolved those tools into the modern mix of paper, pdf, excel, Maptitude, and online public empowerment tools that the Commission now has at its disposal. For the Institute, this is not a theoretical or "learn as we go" task. Thanks to its unmatched experience in local redistricting the Rose Institute team has used these public empowerment tools in real-world redistricting engagements. Elected officials, staff, and the public in Madera, Menifee, Santa Clara Valley Water, and other jurisdictions have worked with public participation kits, Google Maps, Google Earth, and other innovative tools. This experience led the Irvine Foundation and Common Cause to ask the Institute team to interactively demonstrate the use of these tools at their recent conference in Los Angeles aimed at empowering local neighborhood leaders to become more engaged in the state redistricting process.

- *Be expert and personable in assisting the Commission and the public during public input sessions to ensure that the current issues are clear to everyone and that the public knows how to present its opinions and requests in the ways most useful to the Commission (including the ability to translate that input, in whatever form it is provided, into concrete items for the Commission to consider); and in assisting the Commission in formulating the direction it wishes to give to the technical consultant, acting on that direction in a clear and transparent manner, and reporting to the Commission and the public in a clear manner that illustrates the benefits and*

*Abilities of the change tested and offers clear options for the Commission to consider*

The Rose Institute team has facilitated or otherwise been closely involved in hundreds of redistricting public input sessions. From Arizona to tiny Bradbury, the Rose Institute team members have led the efforts to engage, educate and empower members of the public to participate in redistricting. The Institute team members have coached public speakers who were too shy to talk, once they got to the microphone; calmed overly emotional speakers; and explained to confused members of the public what the Voting Rights Act or other redistricting requirements and/or criteria meant in a given situation. The Institute team accepted, input and analyzed public requests received in purely verbal, written, and electronic format.

- *Be expert in the Federal Voting Rights Act, especially in the many changes in law, regulation, and data occurring since 2001, and able to partner effectively with the Commission's selected Voting Rights Act attorney(s)*

The Institute team's scores of redistricting and Voting Rights Act projects since 2001 required team members, particularly Mr. Johnson and Dr. Handley, to remain familiarized with the latest changes in the Federal Voting Rights Act and the newest revisions to the Census Bureau's data collection and dissemination plans. Mr. Tim Storey, Redistricting Director for the National Conference on State Legislatures, and Ms. Cathy McCully, Director of the Census Bureau's Redistricting Data Office, call on Mr. Johnson when seeking input on the Bureau's redistricting data program or when they need a state expert (in this case, on contract to the Arizona Independent Redistricting Commission) to whom they can refer state legislators and redistricting staff with questions about the Census data and redistricting.

Mr. Johnson's experience working with over 150 California jurisdictions as they assess their demographics and the potential impact of the California Voting Rights Act, along with his work as the demographer in every case filed so far under the California Voting Rights Act, reflect his ability to work closely and effectively with Voting Rights Act attorneys. When California jurisdictions have concerns about what the California and/or Federal Voting Rights Act means for them, there are a handful of attorneys they contact for guidance, virtually all of whom themselves turn to Mr. Johnson for demographic assistance. Both Mr. Johnson and Dr. Handley are widely recognized as experts in their fields who enable and extend the ability of Voting Rights Act attorneys to effectively serve their clients.

This expertise resulted in the California League of Cities, the Arizona League of Cities and Towns, the Arizona Bar Association, the National Conference of State Legislatures, and many other groups asking Mr. Johnson to address their memberships on redistricting, the 2020 Census, and the Voting Rights Act. In each case, Mr. Johnson spoke in tandem with a Voting Rights Act attorney, in all cases except NCSL, he did so at the invitation of the attorney due to the attorney's recognition that Mr. Johnson could broaden and reinforce the attorney's own planned presentation.

Sincerely,



Douglas Johnson

Rose Institute Project Leader

ATTACHMENT 1 - COVER LETTER

Complete, sign (original signature) and return in Volume I of the Final Bid submission.

(Contractor Introduction)

Date: 3-14-2011

Signature: 

Printed Name: Douglas Johnson

Title: Fellow and Project Manager

Organization: Rose Institute of State and Local Government ext  
Claremont McKenna College

Telephone Number: 909-621-8159

Fax Number: 909-607-4288

Mailing Address: 340 E 9<sup>th</sup> St, Claremont, CA 91711

Email Address: DOUGLAS.JOHNSON@CMC.EDU

**PAYEE DATA RECORD**(Required when receiving payment from the State of California in lieu of IRS W-9)  
SFD 254 (Rev. 5/2009)

1	<b>INSTRUCTIONS:</b> Complete all information on this form. Sign, date, and return to the State agency (department/office) address shown at the bottom of this page. Prompt return of this fully completed form will prevent delays when processing payments. Information provided on this form will be used by State agencies to prepare Information Returns (1099). See reverse side for more information and Privacy Statement. <b>NOTE:</b> Governmental entities, federal, State, and local (including school districts), are not required to submit this form.		
2	<b>PAYEE'S LEGAL BUSINESS NAME</b> (Type or Print) Rose Institute of State and Local Government <i>at Claremont McKenna College</i> <b>SOLE PROPRIETOR - ENTER NAME AS SHOWN ON SSN</b> (Last, First, MI) _____ <b>E-MAIL ADDRESS</b> _____ roseinstitute@cmc.edu <b>MAILING ADDRESS</b> <b>BUSINESS ADDRESS</b> Adams Hall, 340 E. Ninth St. Adams Hall, 340 E. Ninth St. <b>CITY, STATE, ZIP CODE</b> <b>CITY, STATE, ZIP CODE</b> Claremont, CA 91711-6420 Claremont, CA 91711-6420		
3	<b>ENTER FEDERAL EMPLOYER IDENTIFICATION NUMBER (FEIN):</b> <u>95-1664101</u> <input type="checkbox"/> <b>PARTNERSHIP</b> <input type="checkbox"/> <b>CORPORATION:</b> <input type="checkbox"/> <b>ESTATE OR TRUST</b> <input type="checkbox"/> <b>MEDICAL</b> (e.g., dentistry, psychotherapy, chiropractic, etc.) <input type="checkbox"/> <b>LEGAL</b> (e.g., attorney services) <input checked="" type="checkbox"/> <b>EXEMPT</b> (nonprofit) <input type="checkbox"/> <b>ALL OTHERS</b> _____ <input type="checkbox"/> <b>INDIVIDUAL OR SOLE PROPRIETOR</b> <input type="checkbox"/> _____ <b>ENTER SOCIAL SECURITY NUMBER</b> _____ <small>(SSN required by authority of California Revenue and Tax Code Section 18546)</small>		<b>NOTE:</b> Payment will not be processed without an accompanying taxpayer ID number.
4	<b>PAYEE RESIDENCY STATUS</b> <input checked="" type="checkbox"/> California resident - Qualified to do business in California or maintains a permanent place of business in California. <input type="checkbox"/> California nonresident (see reverse side) - Payments to nonresidents for services may be subject to State income tax withholding. <input type="checkbox"/> No services performed in California. <input type="checkbox"/> Copy of Franchise Tax Board waiver of State withholding attached.		
5	I hereby certify under penalty of perjury that the information provided on this document is true and correct. Should my residency status change, I will promptly notify the State agency below. <b>AUTHORIZED PAYEE REPRESENTATIVE'S NAME</b> (Type or Print) <b>TITLE</b> Robin J. Aspinall VP / Treasurer <b>SIGNATURE</b> <b>DATE</b> <b>TELEPHONE</b> Robin J. Aspinall 3-14-2011 909-621-8116		
6	Please return completed form to: <b>Department/Office:</b> Citizen's Redistricting Commission <b>Unit/Section:</b> Daniel Claypool, Executive Director <b>Mailing Address:</b> 1130 K Street, Suite 101 <b>City/State/Zip:</b> Sacramento, CA 95814 <b>Telephone:</b> (916) 322-3770 <b>Fax:</b> (916) 322-0904 <b>E-mail Address:</b> daniel.claypool@erc.ca.gov		

**PAYEE DATA RECORD**

STD 204 (Rev. 6-2009) (REV 4/01)

1	<p><b><u>Requirement to Complete Payee Data Record, STD 204</u></b></p> <p>A completed Payee Data Record, STD 204, is required for payments to all non-governmental entities and will be kept on file at each State agency. Since each State agency with which you do business must have a separate STD 204 on file, it is possible for a payee to receive this form from various State agencies.</p> <p>Payees who do not wish to complete the STD 204 may elect to not do business with the State. If the payee does not complete the STD 204 and the required payee data is not otherwise provided, payment may be reduced for federal backup withholding and nonresident State income tax withholding. Amounts reported on Information Returns (1099) are in accordance with the Internal Revenue Code and the California Revenue and Taxation Code.</p>								
2	<p>Enter the payee's legal business name. Sole proprietorships must also include the owner's full name. An individual must list his/her full name. The mailing address should be the address at which the payee chooses to receive correspondence. Do not enter payment address or lock box information here.</p>								
3	<p>Check the box that corresponds to the payee business type. Check only one box. Corporations must check the box that identifies the type of corporation. The State of California requires that all parties entering into business transactions that may lead to payment(s) from the State provide their Taxpayer Identification Number (TIN). The TIN is required by the California Revenue and Taxation Code Section 18646 to facilitate tax compliance enforcement activities and the preparation of Form 1099 and other information returns as required by the Internal Revenue Code Section 6109(a).</p> <p>The TIN for individuals and sole proprietorships is the Social Security Number (SSN). Only partnerships, estates, trusts, and corporations will enter their Federal Employer Identification Number (FEIN).</p>								
4	<p><b><u>Are you a California resident or nonresident?</u></b></p> <p>A corporation will be defined as a "resident" if it has a permanent place of business in California or is qualified through the Secretary of State to do business in California.</p> <p>A partnership is considered a resident partnership if it has a permanent place of business in California. An estate is a resident if the decedent was a California resident at time of death. A trust is a resident if at least one trustee is a California resident.</p> <p>For individuals and sole proprietors, the term "resident" includes every individual who is in California for other than a temporary or transitory purpose and any individual domiciled in California who is absent for a temporary or transitory purpose. Generally, an individual who comes to California for a purpose that will extend over a long or indefinite period will be considered a resident. However, an individual who comes to perform a particular contract of short duration will be considered a nonresident.</p> <p>Payments to all nonresidents may be subject to withholding. Nonresident payees performing services in California or receiving rent, lease, or royalty payments from property (real or personal) located in California will have 7% of their total payments withheld for State income taxes. However, no withholding is required if total payments to the payee are \$1,500 or less for the calendar year.</p> <p>For information on Nonresident Withholding, contact the Franchise Tax Board at the numbers listed below.</p> <table border="0"> <tr> <td>Withholding Services and Compliance Section:</td> <td>1-888-752-4900</td> <td>E-mail address:</td> <td>wsos.gen@ftb.ca.gov</td> </tr> <tr> <td>For hearing impaired with TDD, call:</td> <td>1-800-822-6268</td> <td>Website:</td> <td>www.ftb.ca.gov</td> </tr> </table>	Withholding Services and Compliance Section:	1-888-752-4900	E-mail address:	wsos.gen@ftb.ca.gov	For hearing impaired with TDD, call:	1-800-822-6268	Website:	www.ftb.ca.gov
Withholding Services and Compliance Section:	1-888-752-4900	E-mail address:	wsos.gen@ftb.ca.gov						
For hearing impaired with TDD, call:	1-800-822-6268	Website:	www.ftb.ca.gov						
5	<p>Provide the name, title, signature, and telephone number of the individual completing this form. Provide the date this form was completed.</p>								
6	<p>This section must be completed by the State agency requesting the STD 204.</p>								
	<p><b><u>Privacy Statement</u></b></p> <p>Section 7(b) of the Privacy Act of 1974 (Public Law 93-579) requires that any federal, State, or local governmental agency, which requests an individual to disclose their social security account number, shall inform that individual whether that disclosure is mandatory or voluntary, by which statutory or other authority such number is solicited, and what uses will be made of it.</p> <p>It is mandatory to furnish the information requested. Federal law requires that payment for which the requested information is not provided is subject to federal backup withholding and State law imposes noncompliance penalties of up to \$20,000.</p> <p>You have the right to access records containing your personal information, such as your SSN. To exercise that right, please contact the business services unit or the accounts payable unit of the State agency(ies) with which you transact that business.</p> <p>All questions should be referred to the requesting State agency listed on the bottom front of this form.</p>								



## BIDDER DECLARATION

### 1. Prime bidder information (Review attached Bidder Declaration Instructions prior to completion of this form):

- a. Identify current California certification(s) [MB, SB, NVSA, DVBE]: \_\_\_\_\_ or None ☒ (if "None" go to Item #2)
- b. Will subcontractors be used for this contract? Yes ☐ No ☒ (if yes, indicate the distinct element of work your firm will perform in this contract e.g. list the proposed products produced by your firm, state if your firm owns the transportation vehicles that will deliver the products to the State, identify which solicited services your firm will perform, etc.). Use additional sheets, as necessary.

- c. If you are a California certified DVBE: (1) Are you a broker or agent? Yes ☐ No ☐  
(2) If the contract includes equipment rental, does your company own at least 51% of the equipment provided in this contract (quantity and value)? Yes ☐ No ☐ N/A ☐

### 2. If no subcontractors will be used, skip to certification below. Otherwise, list all subcontractors for this contract. (Attach additional pages if necessary):

Subcontractor Name (Contact Person, Phone Number & Fax Number)	Subcontractor Address & Email Address	(A Certification [MB, SB, NVSA, DVBE or None])	Work performed on goods provided for this contract	Comproportioning % of bid price	Good Sourcing?	51% Rental?
				0%	<input type="checkbox"/>	<input type="checkbox"/>
				0%	<input type="checkbox"/>	<input type="checkbox"/>
				0%	<input type="checkbox"/>	<input type="checkbox"/>

**CERTIFICATION:** By signing the bid response, I certify under penalty of perjury that the information provided is true and correct.

## BIDDER DECLARATION INSTRUCTIONS

All prime bidders (the firm submitting the bid) must complete the Bidder Declaration.

1.a. Identify all current certifications issued by the State of California. If the prime bidder has no California certifications, check the line labeled "None" and proceed to item 2. If the prime bidder possesses one or more of the following certifications, enter the applicable certification(s) on the line:

- Microbus (GSMB);
- Small Business (SBI);
- Honorable Veteran Service Agency (HVS);
- Disabled Veteran Business Enterprise (DVBE);

1.b. Mark either "Yes" or "No" to identify whether subcontractors will be used for the contract. If the response is "Yes," proceed to item 1.c. If "Yes," enter on the line the desired element of work contained in the contract to be performed in the goods to be provided by the prime bidder. Do not include goods or services to be provided by subcontractors.

Bidders certified as MB, SB, WWSA, and/or DVBE must provide a commercially useful function as defined in Military and Veterans Code Section 999.94 (PDES) or "Commercial Code Section 14533.01" shall be small businesses.

Bidders must propose to all certified bidders provide a commercially useful function for the resulting contract or the bid will be deemed non-responsive and rejected by the State. For questions regarding the conditions, consult the procurement officer identified in the solicitation.

**Note: A subcontractor is any person, firm, corporation, or organization contracting to perform part of the prime's contract.**

1.c. This item is only to be completed by businesses certified by California as a DVBE.

1.i. Declare whether the prime bidder is a buyer or agent by marking either "Yes" or "No" for Military and Veterans Code Section 999.210, "direct broker" or "agent" as a certified DVBE contractor or subcontractor that does not have title, possession, control, and risk of loss of materials, supplies, services, or equipment provided to an awarded department, university or more of the state's veterans' benefits has at least 51-percent ownership of the quantity and value of the materials, supplies, services, and all such price of equipment provided under the contract.

1.j. If bidding rental equipment, mark either "Yes" or "No" to identify if the prime bidder owns at least 51% of the equipment provided quantity and value. If not, bidding rental equipment must mark "No" for "not applicable."

2. If no subcontractors are proposed do not complete the table. **Read the instructions at the bottom of the form and complete Page 2 of 2 on the form.**

If a bidder has not completed the table listing all subcontractors, it is necessary to attach additional pages to complete the Page 2 of 2 accordingly.

## 2. Subcontract Instructions

**Subcontractor Name, Contact Person, Phone Number & Fax Number** — List the contact for a subcontractor.

**Subcontractor Address & Email Address** — Enter the address and if available, an email address.

**California Certification (MB, SB, WWSA, DVBE or None)** — If the subcontractor possesses a current State of California certification, verify on the website [www.eppc.ca.gov](http://www.eppc.ca.gov).

**Work performed or goods provided for this contract** — Identify the distinct element of work contained in the contract to be performed or the goods to be provided by each subcontractor. Certified subcontractors must provide a commercially useful function for the contract. If the subcontractor is further subcontracting a separate portion of the work or goods provided for the resulting contract, then would be expected by normal industry practices, attach a separate sheet of paper explaining the situation.

**Corresponding % of bid price** — Enter the corresponding percentage of the total bid price for the goods and services to be provided by each subcontractor. Do not enter a total amount.

**Good Standing?** — Provide a response "Yes" or "No" for each subcontractor listed. Enter either "Yes" or "No" to indicate if the prime bidder has verified that the subcontractor is in good standing for all of the following:

- Possesses valid licenses for any licenses or permits required by the jurisdiction or by law
- If a corporation, the company is qualified to do business in California and is qualified by the State of California Secretary of State to be in good standing
- Possesses valid State of California Certificate of Insurance (claiming MB, SB, WWSA, and/or PDES status)

**51% Rental?** — This pertains to the applicability of rental equipment. Based on the following parameters, enter either "Yes" (if applicable), "No" or "No" for each subcontractor listed.

- Enter "No" if the:
- Subcontractor is NOT a DVBE (regardless of whether or not rental equipment is provided by the subcontractor); or
- Subcontractor is NOT providing rental equipment; regardless of whether or not subcontractor is a DVBE.

Enter "Yes" if the subcontractor is a California certified DVBE providing rental equipment and the subcontractor owns at least 51% of the rental equipment quantity and value. It will be providing for the contract.

Enter "No" if the subcontractor is a California certified DVBE providing rental equipment, but the subcontractor does not own at least 51% of the rental equipment quantity and value. It will be providing

**Read the certification at the bottom of the page and complete the Page 2 of 2 accordingly.**

## ATTACHMENT 4 - CONFLICT AND IMPARTIALITY STATEMENT

Complete, sign (original signature) and return in Volume I of the Final Bid submission.

(For definitions to terms used in this part, Contractor should refer to California Code of Regulations, Title 2, Administration, Division 10, Bureau of State Audits, Chapter 1, Redistricting, Sub-Chapter 1, Definitions §60800 – 60829).

Government Code Section 8252 and the regulations found at CCR Title 2, Section 60800 – 60814 set forth certain conflict provisions. With respect to Contractor, other persons with a bona fide relationship with the Contractor as defined in CCR Title 2, Section 60806; a member of the Contractor's staff and other persons with a bona fide relationship with the Contractor staff as defined in CCR Title 2, Section 60806; Contractor's sub-contractors (if any), and other persons with a bona fide relationship with the sub-contractor(s) as defined in CCR Title 2, Section 60806, please answer the questions below.

**Full disclosure is required; however, disclosure of a potential conflict is not an automatic disqualification. Please explain any potential conflict in the space provided below.**

Within the 10 years immediately preceding the submittal of the bid, all of the parties listed above:

- Have not been appointed to, elected to, or have been a candidate for federal or state office;
- Have not served as an officer, employee, or paid consultant of a political party or of the campaign committee of a candidate for elective federal or state office;
- Have not served as an elected or appointed member of a political party central committee;
- Have not been a registered federal, state, or local lobbyist;
- Have not served as a paid congressional, legislative, or Board of Equalization staff;
- Have not contributed two thousand dollars (\$2,000) or more to any congressional, state, or local candidate for elective public office in any year, which shall be adjusted every 10 years by the cumulative change in the California Consumer Price Index, or its successor;
- Have not been staff and consultants to, persons under a contract with, nor are persons with an immediate family relationship with the Governor, a member of the Legislature, a member of Congress, or a member of the State Board of Equalization;
- Have no personal, family, financial relationships, commitments, or aspirations that a reasonable person would consider likely to improperly influence someone making a redistricting decision;

Explain any potential conflict below:

No conflicts.

See "additional information" section for discussion.

In addition, please respond to the following (additional pages may be attached if needed)

- Has the person or entity submitting this bid, during the past 10 years, received donations or funding from any source, whether in cash or in kind, that are used to support the operations of the person or entity? If Yes, please state the date, nature and amount of donation or funding, and the source of the funding.

YES \_\_\_\_\_ NO \_\_\_\_\_

See "additional information" section

- Has the person or entity submitting this bid, during the past 10 years, performed services of any kind, whether for a fee or on a voluntary basis, for any political party, interest group or other entity that has supported, donated money to, raised money for candidate for public office, taken a position on a ballot initiative or sought to influence the redistricting process? If Yes, please provide the details of the activity below.

YES \_\_\_\_\_ NO X

See "additional information" section for detailed discussion

- The Commission will be the sole provider of funds for the services to be provided pursuant to this IFB. Will contractor receive funding from any source other than the CRC, in cash or in kind, to perform services pursuant to this IFB? If Yes, please provide the details of such funding

YES \_\_\_\_\_ NO X

See "additional information" section for detailed discussion.

- Does Contractor have any occupational, academic, volunteer, or other life experiences that show an ability to set aside personal interests, political opinions, and group allegiances to achieve a broad objective? If Yes, please provide the details of the activity below.

YES \_\_\_\_\_ NO X

See "additional information" section for  
further information

Date:

Signature:

Printed Name:

Title:

Organization:

Telephone Number:

Fax Number:

Douglas Johnson  
Fellow and Project Manager  
Rose Institute of State and Local Government at Cleveland  
McKenzie College  
909-671-8155  
909-607-4288

**ATTACHMENT 5 - TACPA/EZA/LAMBRA**

Complete, sign (original signature) and return in Volume I of the Final Bid submission.

Link to Application Form for TACPA

<http://www.documents.dgs.ca.gov/osp/pdf/std830.pdf#search=Target%20Area%20Contract%20Preference%20Act&view=FitH&pagemode=none>

Link to Application Form for EZA

<http://www.documents.dgs.ca.gov/osp/pdf/std831.pdf#search=Enterprise%20Zone%20Act&view=FitH&pagemode=none>

Link to Application Form for LAMBRA

<http://www.documents.dgs.ca.gov/osp/pdf/std832.pdf#search=Local%20Agency%20Military%20Base%20Recovery%20Area%20Act&view=FitH&pagemode=none>

Not applicable

## ATTACHMENT 6 - BID/BIDDER CERTIFICATION SHEET

The bidder must complete, sign (original signature) and return the Bid/Bidder Certification Sheet in Volume I with Attachments 1-8 as an entire package with original signatures.

- A. All required attachments are included with this certification sheet.
- B. The signature affixed hereon and dated certifies compliance with all the requirements of this bid document. The signature below authorizes the verification of this certification.

An Unsigned Bid/Bidder Certification Sheet May Be Cause For Rejection

1. Company Name <i>Baron Furniture of New and Used Goods Department of Clermont Valley College</i>		2. Telephone Number <i>(909) 601-3157</i>	2a. Fax Number <i>(909) 607-4245</i>
3. Address <i>340 E 9th St, Clermont, CA 91711</i>			
Indicate your organization type: <i>non-profit corporation (exempt)</i>			
4. Sole Proprietorship		5. Partnership <input checked="" type="checkbox"/> Corporation	
Indicate the applicable employee and/or corporation number:			
7. Federal Employee ID No (FEIN) <i>95-1664101</i>		8. California Corporation No. <i>5-</i>	
9. Indicate applicable license and/or certification information: <i>n/a</i>			
10. Bidder's Name (Print) <i>Robin J. Aspinall</i>		11. Title <i>VP/Treasurer</i>	
12. Signature <i>Robin J. Aspinall</i>		13. Date <i>3/14/2011</i>	
14. Are you certified with the Department of General Services, Office of Small Business Certification and Resources (OSBCR) as:			
a. California Small Business Yes <input checked="" type="checkbox"/> No If yes, enter certification number		b. (N/A-EXEMPT) Disabled Veteran Business Enterprise	
NOTE: A copy of your Certification is required to be included if the above item is checked "Yes".			
Date application was submitted to OSBCR, if an application is pending:			



## ATTACHMENT 7 - REQUIRED ATTACHMENT CHECK LIST

A complete response to SECTION III – ATTACHMENTS 1-8 (Volume II) will consist of the items identified below. Attachment 9 must be completed and returned in Volume V of the Final Bid Submission.

Complete this checklist to confirm the items in your bid. Place a check mark or "X" next to each item that you are submitting to the Commission. For your bid to be responsive, all required attachments must be returned. This checklist should be returned in Volume I of the Final Bid submission.

<u>Attachment</u>	<u>Attachment Name/Description</u>
<input checked="" type="checkbox"/>	Attachment 1 Cover Letter
<input checked="" type="checkbox"/>	Attachment 2 Payee Data Record (STD 204)
<input checked="" type="checkbox"/>	Attachment 3 Bidder Declaration Form GSPD-05-105
<input checked="" type="checkbox"/>	Attachment 4 Conflict and Impartiality Statement
<input checked="" type="checkbox"/>	Attachment 5 TACPA/EZA/LAMBRA (if applicable)
<input checked="" type="checkbox"/>	Attachment 6 Bid/Bidder Certification Sheet
<input checked="" type="checkbox"/>	Attachment 7 Required Attachment Check List
<input checked="" type="checkbox"/>	Attachment 8 Contractor Certification Clauses (CCC-307). The CCC-307 can be found on the internet at: <a href="http://www.ols.dgs.ca.gov/Standard+Language">www.ols.dgs.ca.gov/Standard+Language</a>
<input checked="" type="checkbox"/>	Attachment 9 Bidder Cost Work Sheet



## ATTACHMENT B - CCC - 307 CERTIFICATION

Complete, sign (original signature) and return this certification in Volume I of the Final Bid submission.  
The CCC-307 can be found on the Internet at [www.ols.dgs.ca.gov/StandardLanguage](http://www.ols.dgs.ca.gov/StandardLanguage).

CCC-307

CERTIFICATION

I, the official named below, CERTIFY UNDER PENALTY OF PERJURY that I am duly authorized to legally bind the prospective Contractor to the clause(s) listed below. This certification is made under the laws of the State of California.

Contractor/Bidder Firm Name (Printed) <i>Rose Institute of State and Local Government at Claremont McKenna College</i>		Federal ID Number <i>95-1614101</i>
By (Authorized Signature) <i>Robin J. Aspinall</i>		
Printed Name and Title of Person Signing <i>Robin J. Aspinall; VP/Treasurer</i>		
Date Executed <i>3-14-2011</i>	Executed in the County of <i>Los Angeles</i>	

## CONTRACTOR CERTIFICATION CLAUSES

1. **STATEMENT OF COMPLIANCE:** Contractor has, unless exempted, complied with the nondiscrimination program requirements. (Gov. Code §12990 (a-f) and CCR, Title 2, Section 8103) (Not applicable to public entities.)

2. **DRUG-FREE WORKPLACE REQUIREMENTS:** Contractor will comply with the requirements of the Drug-Free Workplace Act of 1990 and will provide a drug-free workplace by taking the following actions:

a. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations.

b. Establish a Drug-Free Awareness Program to inform employees about:

- 1) the dangers of drug abuse in the workplace;
- 2) the person's or organization's policy of maintaining a drug-free workplace;
- 3) any available counseling, rehabilitation and employee assistance programs; and,
- 4) penalties that may be imposed upon employees for drug abuse violations.

c. Every employee who works on the proposed Agreement will:

- 1) receive a copy of the company's drug-free workplace policy statement; and,

2) agree to abide by the terms of the company's statement as a condition of employment on the Agreement.

Failure to comply with these requirements may result in suspension of payments under the Agreement or termination of the Agreement or both and Contractor may be ineligible for award of any future State agreements if the department determines that any of the following has occurred: the Contractor has made false certification, or violated the certification by failing to carry out the requirements as noted above. (Gov. Code §8350 et seq.)

**3. NATIONAL LABOR RELATIONS BOARD CERTIFICATION:** Contractor certifies that no more than one (1) final unappealable finding of contempt of court by a Federal court has been issued against Contractor within the immediately preceding two-year period because of Contractor's failure to comply with an order of a Federal court, which orders Contractor to comply with an order of the National Labor Relations Board. (Pub. Contract Code §10296) (Not applicable to public entities.)

**4. CONTRACTS FOR LEGAL SERVICES \$50,000 OR MORE- PRO BONO REQUIREMENT:** Contractor hereby certifies that contractor will comply with the requirements of Section 6072 of the Business and Professions Code, effective January 1, 2003.

Contractor agrees to make a good faith effort to provide a minimum number of hours of pro bono legal services during each year of the contract equal to the lesser of 30 multiplied by the number of full time attorneys in the firm's offices in the State, with the number of hours prorated on an actual day basis for any contract period of less than a full year or 10% of its contract with the Commission.

Failure to make a good faith effort may be cause for non-renewal of a state contract for legal services, and may be taken into account when determining the award of future contracts with the State for legal services.

**5. EXPATRIATE CORPORATIONS:** Contractor hereby declares that it is not an expatriate corporation or subsidiary of an expatriate corporation within the meaning of Public Contract Code Section 10286 and 10286.1, and is eligible to contract with the State of California.

**6. SWEATFREE CODE OF CONDUCT:**

a. All Contractors contracting for the procurement or laundering of apparel, garments or corresponding accessories, or the procurement of equipment, materials, or supplies, other than procurement related to a public works contract, declare under penalty of perjury that no apparel, garments or corresponding accessories, equipment, materials, or supplies furnished to the Commission pursuant to the contract have been laundered or produced in whole or in part by sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor or exploitation of children in sweatshop labor, or with the benefit of sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor or exploitation of children in sweatshop labor. The contractor further declares under penalty of perjury that they adhere to the Sweatfree Code of Conduct as set forth on the California Department of Industrial Relations website located at [www.dir.ca.gov](http://www.dir.ca.gov), and Public Contract Code Section 6108.

b. The contractor agrees to cooperate fully in providing reasonable access to the contractor's records, documents, agents or employees, or premises if reasonably required by authorized officials of the contracting agency, the Department of Industrial Relations, or the Department of Justice to determine the contractor's compliance with the requirements under paragraph (a).

7. **DOMESTIC PARTNERS:** For contracts over \$100,000 executed or amended after January 1, 2007, the contractor certifies that contractor is in compliance with Public Contract Code section 10295.3.

### DOING BUSINESS WITH THE STATE OF CALIFORNIA

The following laws apply to persons or entities doing business with the State of California.

1. **CONFLICT OF INTEREST:** Contractor needs to be aware of the following provisions regarding current or former state employees. If Contractor has any questions on the status of any person rendering services or involved with the Agreement, the awarding agency must be contacted immediately for clarification.

Current State Employees (Pub. Contract Code §10410):

1). No officer or employee shall engage in any employment, activity or enterprise from which the officer or employee receives compensation or has a financial interest and which is sponsored or funded by any state agency, unless the employment, activity or enterprise is required as a condition of regular state employment.

2). No officer or employee shall contract on his or her own behalf as an independent contractor with any state agency to provide goods or services.

Former State Employees (Pub. Contract Code §10411):

1). For the two-year period from the date he or she left state employment, no former state officer or employee may enter into a contract in which he or she engaged in any of the negotiations, transactions, planning, arrangements or any part of the decision-making process relevant to the contract while employed in any capacity by any state agency.

2). For the twelve-month period from the date he or she left state employment, no former state officer or employee may enter into a contract with any state agency if he or she was employed by that state agency in a policy-making position in the same general subject area as the proposed contract within the 12-month period prior to his or her leaving state service.

If Contractor violates any provisions of above paragraphs, such action by Contractor shall render this Agreement void. (Pub. Contract Code §10420)

Members of boards and commissions are exempt from this section if they do not receive payment other than payment of each meeting of the board or commission, payment for preparatory time and payment for per diem. (Pub. Contract Code §10430 (a))

2. **LABOR CODE/WORKERS' COMPENSATION:** Contractor needs to be aware of the provisions which require every employer to be insured against liability for Worker's

Compensation or to undertake self-insurance in accordance with the provisions, and Contractor affirms to comply with such provisions before commencing the performance of the work of this Agreement. (Labor Code Section 3700)

3. AMERICANS WITH DISABILITIES ACT: Contractor assures the Commission that it complies with the Americans with Disabilities Act (ADA) of 1990, which prohibits discrimination on the basis of disability, as well as all applicable regulations and guidelines issued pursuant to the ADA. (42 U.S.C. 12101 et seq.)

4. CONTRACTOR NAME CHANGE: An amendment is required to change the Contractor's name as listed on this Agreement. Upon receipt of legal documentation of the name change the Commission will process the amendment. Payment of invoices presented with a new name cannot be paid prior to approval of said amendment.

5. CORPORATE QUALIFICATIONS TO DO BUSINESS IN CALIFORNIA:

a. When agreements are to be performed in the state by corporations, the contracting agencies will be verifying that the contractor is currently qualified to do business in California in order to ensure that all obligations due to the Commission are fulfilled.

b. "Doing business" is defined in R&TC Section 23101 as actively engaging in any transaction for the purpose of financial or pecuniary gain or profit. Although there are some statutory exceptions to taxation, rarely will a corporate contractor performing within the state not be subject to the franchise tax.

c. Both domestic and foreign corporations (those incorporated outside of California) must be in good standing in order to be qualified to do business in California. Agencies will determine whether a corporation is in good standing by calling the Office of the Secretary of State.

6. RESOLUTION: A county, city, district, or other local public body must provide the Commission with a copy of a resolution, order, motion, or ordinance of the local governing body which by law has authority to enter into an agreement, authorizing execution of the agreement.

7. AIR OR WATER POLLUTION VIOLATION: Under the State laws, the Contractor shall not be: (1) in violation of any order or resolution not subject to review promulgated by the State Air Resources Board or an air pollution control district; (2) subject to cease and desist order not subject to review issued pursuant to Section 13301 of the Water Code for violation of waste discharge requirements or discharge prohibitions; or (3) finally determined to be in violation of provisions of federal law relating to air or water pollution.

8. PAYEE DATA RECORD FORM STD. 204: This form must be completed by all contractors that are not another state agency or other governmental entity.

**EXHIBIT C - STANDARD AGREEMENT AND GENERAL TERMS AND CONDITIONS**

The bidder must provide four (4) signed copies of the STD 213 with General Terms and Conditions in Volume IV of the Final Bid Submission. All copies must bear an original signature of an individual authorized to bind the firm.

An electronic copy of this form may be found at:

<http://www.documents.dgs.ca.gov/ols/CONTRACTING%20INFO/STD213-JUNE%2003.doc>

STATE OF CALIFORNIA				
STANDARD AGREEMENT				
STD 213 (Rev 06/03)			AGREEMENT NUMBER	
			CRC-011-011	
			REGISTRATION NUMBER	
1. This Agreement is entered into between the Commission and the Contractor named below:				
STATE AGENCY'S NAME				
Citizens Redistricting Commission				
CONTRACTOR'S NAME				
<i>Rose Dr. State of State and Local Government at Claremont McKenna College</i>				
2. The term of this		through	December 31,	
			2011	
Agreement is:				
3. The maximum amount				
of this Agreement is	\$500,000			
4. The parties agree to comply with the terms and conditions of the following exhibits which are by this reference made a part of the Agreement.				
Exhibit A - Scope of Work				page(s) 1 - 34
Exhibit B - Budget Detail and Payment Provisions				page(s) 36 - 37
Exhibit C* - General Terms and Conditions				page(s) 38 - 40
Check mark one item below as Exhibit D: N/A				
<input type="checkbox"/>	Exhibit - D Special Terms and Conditions (Attached hereto as part of this agreement)			
<input type="checkbox"/>	Exhibit - D* Special Terms and Conditions			
Exhibit E - Additional Provisions N/A				

Items shown with an Asterisk (*), are hereby incorporated by reference and made part of this agreement as if attached hereto.																																			
These documents can be viewed at: <a href="http://www.ols.dgs.ca.gov/Standard+Language">www.ols.dgs.ca.gov/Standard+Language</a>																																			
IN WITNESS WHEREOF, this Agreement has been executed by the parties hereto.																																			
<table border="1"> <tr> <td>CONTRACTOR</td> <td>California Department of General Services Use Only</td> </tr> <tr> <td>CONTRACTOR'S NAME (if other than an individual, state whether a corporation, partnership, etc.)</td> <td></td> </tr> <tr> <td><i>Roose Institute of State and Local Government at Claremont McKenna College</i></td> <td></td> </tr> <tr> <td>BY (Authorized Signature)</td> <td>DATE SIGNED (Do not type)</td> </tr> <tr> <td><i>Robin J. Aspinall</i></td> <td><i>3-14-2011</i></td> </tr> <tr> <td>PRINTED NAME AND TITLE OF PERSON SIGNING</td> <td></td> </tr> <tr> <td><i>Robin J. Aspinall; VP/Treasurer</i></td> <td></td> </tr> <tr> <td>ADDRESS</td> <td></td> </tr> <tr> <td><i>Adams Hall, 340 E. Ninth St. Claremont, CA 91711-6420</i></td> <td></td> </tr> <tr> <td>STATE OF CALIFORNIA</td> <td></td> </tr> <tr> <td>AGENCY NAME</td> <td></td> </tr> <tr> <td><i>Citizens Redistricting Commission</i></td> <td></td> </tr> <tr> <td>BY (Authorized Signature)</td> <td>DATE SIGNED (Do not type)</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td>PRINTED NAME AND TITLE OF PERSON SIGNING</td> <td>Exempt per</td> </tr> <tr> <td>ADDRESS</td> <td></td> </tr> <tr> <td><i>1130 K Street, Suite 101, Sacramento, CA 95814</i></td> <td></td> </tr> </table>		CONTRACTOR	California Department of General Services Use Only	CONTRACTOR'S NAME (if other than an individual, state whether a corporation, partnership, etc.)		<i>Roose Institute of State and Local Government at Claremont McKenna College</i>		BY (Authorized Signature)	DATE SIGNED (Do not type)	<i>Robin J. Aspinall</i>	<i>3-14-2011</i>	PRINTED NAME AND TITLE OF PERSON SIGNING		<i>Robin J. Aspinall; VP/Treasurer</i>		ADDRESS		<i>Adams Hall, 340 E. Ninth St. Claremont, CA 91711-6420</i>		STATE OF CALIFORNIA		AGENCY NAME		<i>Citizens Redistricting Commission</i>		BY (Authorized Signature)	DATE SIGNED (Do not type)			PRINTED NAME AND TITLE OF PERSON SIGNING	Exempt per	ADDRESS		<i>1130 K Street, Suite 101, Sacramento, CA 95814</i>	
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The GTC can be found on the Internet at: [www.ols.dgs.ca.gov/Standard+Language](http://www.ols.dgs.ca.gov/Standard+Language).

GTC 610

# **EXHIBIT C** **GENERAL TERMS AND CONDITIONS**

1. **APPROVAL:** This Agreement is of no force or effect until signed by both parties and approved by the Department of General Services, if required. Contractor may not commence performance until such approval has been obtained.

2. **AMENDMENT:** No amendment or variation of the terms of this Agreement shall be valid unless made in writing, signed by the parties and approved as required. No oral understanding or Agreement not incorporated in the Agreement is binding on any of the parties.

3. **ASSIGNMENT:** This Agreement is not assignable by the Contractor, either in whole or in part, without the consent of the Commission in the form of a formal written amendment.

4. **AUDIT:** Contractor agrees that the awarding department, the Department of General Services, the Bureau of State Audits, or their designated representative shall have the right to review and to copy any records and supporting documentation pertaining to the performance of this Agreement. Contractor agrees to maintain such records for possible audit for a minimum of three (3) years after final payment, unless a longer period of records retention is stipulated. Contractor agrees to allow the auditor(s) access to such records during normal business hours and to allow interviews of any employees who might reasonably have information related to such records. Further, Contractor agrees to include a similar right of the Commission to audit records and interview staff in any subcontract related to performance of this Agreement. (Gov. Code §8546.7, Pub. Contract Code §10115 et seq., CCR Title 2, Section 1896).

5. **INDEMNIFICATION:** Contractor agrees to indemnify, defend and save harmless the Commission, its officers, agents and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, suppliers, laborers, and any other person, firm or corporation furnishing or supplying work services, materials, or supplies in connection with the performance of this Agreement, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged by Contractor in the performance of this Agreement.

6. **DISPUTES:** Contractor shall continue with the responsibilities under this Agreement during any dispute.

7. **TERMINATION FOR CAUSE:** The Commission may terminate this Agreement and be relieved of any payments should the Contractor fail to perform the requirements of this Agreement at the time and in the manner herein provided. In the event of such termination the Commission may proceed with the work in any manner deemed proper by the Commission. All costs to the Commission shall be deducted from any sum due the Contractor under this Agreement and the balance, if any, shall be paid to the Contractor upon demand.

8. **INDEPENDENT CONTRACTOR:** Contractor, and the agents and employees of Contractor, in the performance of this Agreement, shall act in an independent capacity and not as officers or employees or agents of the Commission.

9. **RECYCLING CERTIFICATION:** The Contractor shall certify in writing under penalty of perjury, the minimum, if not exact, percentage of post consumer material as defined in the Public Contract Code Section 12200, in products, materials, goods, or supplies offered or sold to the Commission regardless of whether the product meets the requirements of Public Contract Code Section 12209. With respect to printer or duplication cartridges that comply with the requirements of Section 12155(c), the certification required by this subdivision shall specify that the cartridges so comply (Pub. Contract Code §12205).

10. **NON-DISCRIMINATION CLAUSE:** During the performance of this Agreement, Contractor and its subcontractors shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant for employment because of sex, race, color, ancestry, religious creed, national origin, physical disability (including HIV and AIDS), mental disability, medical condition (e.g., cancer), age (over 40),



marital status, and denial of family care leave. Contractor and subcontractors shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Contractor and subcontractors shall comply with the provisions of the Fair Employment and Housing Act (Gov. Code §12990 (a-f) et seq.) and the applicable regulations promulgated thereunder (California Code of Regulations, Title 2, Section 7285 et seq.). The applicable regulations of the Fair Employment and Housing Commission implementing Government Code Section 12990 (a-f), set forth in Chapter 5 of Division 4 of Title 2 of the California Code of Regulations, are incorporated into this Agreement by reference and made a part hereof as if set forth in full. Contractor and its subcontractors shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining or other Agreement.

Contractor shall include the nondiscrimination and compliance provisions of this clause in all subcontracts to perform work under the Agreement.

**11. CERTIFICATION CLAUSES:** The CONTRACTOR CERTIFICATION CLAUSES contained in the document CCC 307 are hereby incorporated by reference and made a part of this Agreement by this reference as if attached hereto.

**12. TIMELINESS:** Time is of the essence in this Agreement.

**13. COMPENSATION:** The consideration to be paid Contractor, as provided herein, shall be in compensation for all of Contractor's expenses incurred in the performance hereof, including travel, per diem, and taxes, unless otherwise expressly so provided.

**14. GOVERNING LAW:** This contract is governed by and shall be interpreted in accordance with the laws of the State of California.

**15. ANTITRUST CLAIMS:** The Contractor by signing this agreement hereby certifies that if these services or goods are obtained by means of a competitive bid, the Contractor shall comply with the requirements of the Government Codes Sections set out below.

a. The Government Code Chapter on Antitrust claims contains the following definitions:

1) "Public purchase" means a purchase by means of competitive bids of goods, services, or materials by the State or any of its political subdivisions or public agencies on whose behalf the Attorney General may bring an action pursuant to subdivision (c) of Section 16750 of the Business and Professions Code.

2) "Public purchasing body" means the State or the subdivision or agency making a public purchase. Government Code Section 4550.

b. In submitting a bid to a public purchasing body, the bidder offers and agrees that if the bid is accepted, it will assign to the purchasing body all rights, title, and interest in and to all causes of action it may have under Section 4 of the Clayton Act (15 U.S.C. Sec. 15) or under the Cartwright Act (Chapter 2 (commencing with Section 16700) of Part 2 of Division 7 of the Business and Professions Code), arising from purchases of goods, materials, or services by the bidder for sale to the purchasing body pursuant to the bid. Such assignment shall be made and become effective at the time the purchasing body tenders final payment to the bidder. Government Code Section 4552.

c. If an awarding body or public purchasing body recovers, either through judgment or settlement, a monetary recovery for a cause of action assigned under this chapter, the assignor shall be entitled to receive reimbursement for actual legal costs incurred and may, upon demand, recover from the public body any portion of the recovery, including treble damages, attributable to overcharges that were paid by the assignor but were not paid by the public body as part of the bid price, less the expenses incurred in obtaining that portion of the recovery. Government Code Section 4553.

d. Upon demand in writing by the assignor, the assignee shall, within one year from such demand, reassign the cause of action assigned under this part if the assignor has been or may have been injured by the violation of law for which the cause of action arose and (a) the assignee has not been injured



thereby, or (b) the assignee declines to file a court action for the cause of action. See Government Code Section 4554.

**16. CHILD SUPPORT COMPLIANCE ACT:** For any Agreement in excess of \$100,000, the contractor acknowledges in accordance with Public Contract Code 7110, that:

a. The contractor recognizes the importance of child and family support obligations and shall fully comply with all applicable state and federal laws relating to child and family support enforcement, including, but not limited to, disclosure of information and compliance with earnings assignment orders, as provided in Chapter 8 (commencing with section 5200) of Part 5 of Division 9 of the Family Code; and

b. The contractor, to the best of its knowledge is fully complying with the earnings assignment orders of all employees and is providing the names of all new employees to the New Hire Registry maintained by the California Employment Development Department.

**17. UNENFORCEABLE PROVISION:** In the event that any provision of this Agreement is unenforceable or held to be unenforceable, then the parties agree that all other provisions of this Agreement have force and effect and shall not be affected thereby.

**18. PRIORITY HIRING CONSIDERATIONS:** If this Contract includes services in excess of \$200,000, the Contractor shall give priority consideration in filling vacancies in positions funded by the Contract to qualified recipients of aid under Welfare and Institutions Code Section 11200 in accordance with Pub. Contract Code §10353.

**19. SMALL BUSINESS PARTICIPATION AND DVBE PARTICIPATION REPORTING REQUIREMENTS:**

a. If for this Contract Contractor made a commitment to achieve small business participation, then Contractor must within 60 days of receiving final payment under this Contract (or within such other time period as may be specified elsewhere in this Contract) report to the awarding department the actual percentage of small business participation that was achieved. (Govt. Code § 14841.)

b. If for this Contract Contractor made a commitment to achieve disabled veteran business enterprise (DVBE) participation, then Contractor must within 60 days of receiving final payment under this Contract (or within such other time period as may be specified elsewhere in this Contract) certify in a report to the awarding department: (1) the total amount the prime Contractor received under the Contract; (2) the name and address of the DVBE(s) that participated in the performance of the Contract; (3) the amount each DVBE received from the prime Contractor; (4) that all payments under the Contract have been made to the DVBE; and (5) the actual percentage of DVBE participation that was achieved. A person or entity that knowingly provides false information shall be subject to a civil penalty for each violation. (Mil. & Vets. Code § 999 5(d); Govt. Code § 14841.)

**20. LOSS LEADER:**

If this contract involves the furnishing of equipment, materials, or supplies then the following statement is incorporated: It is unlawful for any person engaged in business within this state to sell or use any article or product as a "loss leader" as defined in Section 17030 of the Business and Professions Code (PCC 10344(e).)

## SECTION IV - ADMINISTRATIVE REQUIREMENTS (Volume II)

Copy or use the following format as is, unchanged (do not retype requirement), respond to "MEETS REQUIREMENT" as applicable for all requirements and return in Volume II of the Final Bid submission.

A. Legal Assistance

At the sole discretion of the Commission, Contractor may be required to provide technical assistance to the Commission in the event any legal action arises relating to the redistricting plans developed with Contractor's assistance. Contractor shall provide technical support for any lawsuits resulting from this contract in state and federal court, as deemed necessary by the Commission.

MEETS REQUIREMENT? YES X NO     

B. Commission Participation

A Commission Project Manager/Coordinator will be assigned to this project and, along with other key Commission personnel, will be working with the Contractor as active participants to provide project continuity at the operating level. This assignment is to foster support for the project and enhance its chances for success.

MEETS REQUIREMENT? YES X NO     

C. In Process Review

The Commission may, at its sole discretion, assign an individual, individuals, or entity, to provide an independent evaluation of any map and/or report being submitted to the Commission for its consideration and approval. The individual, individuals, or entity will be considered a separate consultant to the Commission and must be provided unfettered access to any completed map and/or report and the supporting documentation for either of those documents during any phase of the redistricting process. This includes any and all data at any level being used by the "line drawing" Contractor to construct a district boundary.

MEETS REQUIREMENT? YES X NO     

D. Progress Report/Schedule

The Contractor shall provide progress reports on an as needed basis as determined by the Commission or the Executive Director. This may be in the form of a progress schedule or reports, meetings on a regular basis, and/or a Final Summary Report once the project is completed. Any request for a written or verbal report must be addressed within twenty-four (24) hours of notification.

MEETS REQUIREMENT? YES X NO

## SECTION V - SCOPE OF WORK (Volume III)

Copy or use the following format, as is, unchanged (do not retype requirement), respond to "MEETS REQUIREMENT" as applicable for all requirements, provide references and resumes (attachments acceptable) and return in Volume III of the Final Bid submission.

Information must be provided that enables the Commission to substantiate that the bidder has the minimum skills, experience and resources as outlined below to successfully accomplish the services being required by this bid.

A. Software Capability

The software employed by the Contractor must be able to automatically show the results of any proposed change in a district by retabulating and presenting on-screen the resulting map and the corresponding changes in total population and population sub-groups associated with the proposed change to a district.

MEETS REQUIREMENT? YES X NO   

B. Final Map Report

Contractor must issue a report for each of the four (4) final maps that explains the basis for the decisions for achieving compliance with the criteria required by the initiatives (Proposition 11 and 20), and by applicable state and federal laws and requirements.

MEETS REQUIREMENT? YES X NO   

C. Information Security

Bidder must employ Information Security Measures conversant with industry standards (ISO/IEC 27002 and CALIFORNIA State Administrative Manual (SAM) Chapter 5300, for example) that will be maintained throughout the course of the contract, in critical areas, such as, but not limited to, the following:

1. Secure data transmission
2. Data monitoring and verification
3. Data storage and back-up
4. Confidentiality practices regarding staff and data handling

MEETS REQUIREMENT? YES X NO   

D. Staff Support

Contractor shall provide overall staff support to the Commission's redistricting effort necessary to meet project goals and objectives.

MEETS REQUIREMENT? YES X NO   

E. Work Plan

The Contractor must possess the following Technical Skills to develop Work Plans with specific deliverables and timelines as directed by the Commission. These Work Plans will be required throughout the contract service period and will be developed in collaboration between the Contractor and the Commission. The deliverables are required to be provided as mutually agreed upon.

Technical Skills

In conjunction with their knowledge and expertise in redistricting, the Contractor will use computerized geographical information systems (GIS) software and a redistricting database containing population data and digitized maps to assist the Commission in the following:

1. Evaluating the movement of census geography units into and out of proposed election districts, and
2. Producing the maps that reflect proposed districts and the final districts, as determined by the Commission

The Contractor will have sole responsibility for the following:

- a. All necessary computerized equipment necessary to house and utilize the redistricting database;
- b. Assembling the redistricting database as specified below;
- c. Development and oversight of the coding of public testimony such that it can be aggregated and collated to corresponding maps; and
- d. Any and all equipment required to produce, digitally store, project on screen (for audience viewing), and print all maps desired by the Commission.

MEETS REQUIREMENT? YES X NO     

F. Redistricting Database

The Contractor's database must consist of the certified population data from the 2010 US Census for the State of California, including the population subgroups of California as enumerated by the 2010 US Census data. The 2010 Census Data used shall be that of the California Statewide Database located at the University of California, Berkeley Law, Center for Research.

The population data will consist of the certified 2010 US Census data for the State of California, including the population subgroups of California as enumerated by the 2010 US Census data. In addition, the Commission may also use adjusted 2010 census data for analysis. The geographic data will include digitized maps showing the boundaries of the census geographic units for which the population statistics are available (i.e., census block through county level), as well as the physical geography and relevant built environment (city boundaries, streets and highways, etc.) throughout California. Voting and elections data associated with the district(s) will be included in the database so it is available if required by the Commission to demonstrate compliance with the Federal Voting Rights Act of 1965.

The Commission may either: (1) provide for a separate contractor to provide the precinct level voting data and elections data associated with the district(s) to assist in performing any required studies (racially polarized voting analysis, for example), or (2) request the Contractor to perform the analysis.

MEETS REQUIREMENT? YES X NO     

G. Fixed Cost Public Input Hearings Pre- and Post-map (includes travel expenses)

Contractor shall work in conjunction with and at the direction of the Commission during the Public Input Hearings. Commission staff and Contractor will jointly facilitate interaction with the public.

The Contractor and/or Contractor's staff must attend Pre-and Post-map Public Input Hearings. There will be a minimum of 18 Public Input Hearings (Pre-and Post-map combined). The total cost for these 18 hearings will be provided as a Fixed Cost that includes all associated travel expenses. See HEARINGS/GENERAL TIME FRAME TABLE and HEARINGS DESTINATION TABLE below. This cost will be included in ATTACHMENT 9 - Bidder's Cost Work Sheet.

It is also anticipated that there may be 3-4 occasions (included in the 18) where simultaneous meetings will be occurring at different locations around the State. Contractor must have the capacity to accommodate simultaneous meetings. The Contractor will be responsible for:

- Providing all equipment necessary to draw the maps reflecting the stated concerns and interests of the public participants;
- Providing the coding for each corresponding map either submitted by the public, or developed during the hearing to describe the stated concerns and interests of the public participants;
- Providing the coding for all public testimony related to redistricting so it can be later aggregated and collated to the specific district(s) in question, and
- Producing, digitally storing, projecting on-screen (for audience viewing) and later printing all maps as required by the Commission

HEARINGS/GENERAL TIME FRAME TABLE

Event	General Time Frame	Key Activity
Public Input Hearings (pre-maps)	April to early May 2011	Gathering public input throughout California; minimum 9 meetings
Release of Initial Maps	Late May 2011	Release of preliminary maps
Public Input Hearings (post-maps)	June to early July 2011	Gathering public input about preliminary maps; minimum 9 meetings
Finalize maps and reports	Mid-July to early August 2011	Prepare final maps submission by for Aug. 15

#### Optional Public Input Hearings Pre-and Post map

The Contractor is required to provide a per meeting cost for optional Public Input Hearings (Pre-and-Post map). These optional meetings will be scheduled at the discretion of the Commission. The cost will be included in the evaluation for award.

#### Travel Expenses

Contractor's travel expenses for the 18 Public Input Hearings should be based on travel from the Contractor's primary work place in California (out-of-state travel is not reimbursable) to each of the cities identified in the table below, once for each of the nine (9) Public Input Hearings Pre-map and once for each of the nine (9) Public Input Hearings Post-map. For example, one trip to Region 1, San Diego, during the Public Input Hearings (Pre-map) and one more trip to Region 1, San Diego, during the Public Input Hearings (Post-map). **Hotel accommodations and travel per diem costs shall be limited to rates published by the Department of Personnel Administration (DPA).**

HEARINGS DESTINATION TABLE

Area	City
Region 1	San Diego
Region 2	San Bernardino
Region 3	Anaheim
Region 4	Central Los Angeles
Region 5	Santa Barbara
Region 6	Fresno
Region 7	Salinas
Region 8	San Francisco
Region 9	Redding

MEETS REQUIREMENT? YES X NO

H. Fixed Cost for Commission Meetings (includes travel expenses)

The Contractor must attend and participate in a minimum of ten (10) days of Commission meetings (Post-Map). The total cost for these 10 meetings will be provided as a Fixed Cost that includes all associated travel expenses. This cost will be included in ATTACHMENT 9, Bidder's Cost Work Sheet. The Contractor will be responsible for:

- a. Present a summary of testimony from groups of citizens self-identifying as a "community of interest" and any related maps provided by them;
- b. Present relevant criteria to be used in evaluating the maps under discussion.
- c. Produce, digitally store, project on screen (for audience viewing), and print all maps desired by the Commission.

The Contractor is required to provide the cost for 10 meetings with the Commission including travel expenses. Contractor must provide travel costs based on travel from Contractor's primary work place in California (out-of-state travel is not reimbursable) to Sacramento.

Optional Commission Meetings Cost (includes travel expenses)

The Contractor must provide a cost per meeting day for optional Commission meetings including travel expenses (as described above). These optional meetings will be scheduled at the discretion of the Commission. The cost will be included in the evaluation for award.

MEETS REQUIREMENT? YES ☒ NO ☐

I. Customer Experience References

1. Reference Projects

Bidders must provide the name, location and start and end dates for two (2) "reference" redistricting projects with districts and/or agencies that the Contractor has successfully performed services for over the past twenty (20) years.

The references must be for projects that are of a similar size, scope and complexity as those found in California's most populous cities, for example (with Jan 2010 population figures from California Department of Finance):

City	Pop of City
Los Angeles	4,094,764
San Francisco	856,095
Riverside	304,051
San Diego	1,376,173
Sacramento	486,169

The table below describes the racial/ethnic diversity of the Cities based on 2006-2009 ACS data from the U.S. Census:

	% Hispanic or Latino	% Not Hispanic or Latino	% Not Hispanic or Latino: White	% Not Hispanic or Latino: Black	% Not Hispanic or Latino: Asian
Los Angeles	41%	59%	42%	8%	9%
San Francisco	13%	87%	51%	6%	30%
Riverside	39%	61%	50%	6%	5%
San Diego	24%	76%	58%	67%	13%
Sacramento	23%	77%	47%	13%	17%

To be deemed comparable, the bidder's redistricting projects must consist of the following for each of the project references (based on the time the redistricting services were provided)

- a. Population within 15% of any of the cities noted above. Example: values of 984,509 – 727,681 will be deemed comparable to a table value, above, of 856,095; and
- b. Racial and ethnic diversity of the population within 15% of the values for the racial/ethnic groups who make-up any of the cities noted above. Example: values of 33% - 63% will be deemed comparable to a table value, above, of 48%

## 2. Description of Contractor's Role

The Contractor must provide a description of how the above two factors (1. a-b) were addressed when lines were being drawn and the Contractor's contribution to resolving any issues resulting from the prospective lines, including whether VRA section 2 or 5 criteria impacted the line drawing and if so, the involvement of the Contractor in determining where the line should be drawn.

### 3 Contact Person for Reference

For the reference projects, provide a "contact name", "address" and "phone number" for a principal member of the reference project. The contact person must be an individual in a senior capacity who was directly involved in drawing the bids and must be available by phone for two days after Final Bid opening.

MEETS REQUIREMENT? YES X NO     

REFERENCE: Document included Page(s) \_\_\_\_\_

DESCRIPTION:

## J. Resumes

## 1. Key Personnel

The bidder must provide detailed resumes for all management, supervisory and key personnel to be assigned to the contract.

## 2. Relevance of Contribution

Resumes must substantiate prior experience with redistricting projects of comparable population and racial/ethnic diversity to those required by this bid. Resumes must include:

- Project start and end dates.
- The individual's primary responsibilities relevant to successfully completing the project(s), and
- A description of litigation for any project referenced and the outcome of that litigation.

## 3. Knowledge and Expertise in Redistricting

Resumes must specify project experience illustrating that the Contractor, Contractor's staff and/or Contractor's sub-contractor (if any) have knowledge and/or expertise in the following areas:

- a. The Federal Voting Rights Act of 1965;
- b. California Constitution, Article 21, Section 2;
- c. The Geography of California as related to redistricting;
- d. The population diversity of California as related to redistricting;
- e. Census data as related to redistricting;
- f. The application of GIS-related databases to the problems of redistricting; and
- h. Applicable provisions of the California Elections Code.

MEETS REQUIREMENT? YES X NO \_\_\_\_\_

REFERENCE: Document included Page(s) \_\_\_\_\_

DESCRIPTION:



### **III. Responses and additional information regarding specific Invitation to Bid sections:**

#### **Additional Information regarding:**

#### **Section IV - Administrative Requirements (Volume II)**

##### **A. Legal Assistance**

The Rose Institute will continue to provide any and all requested technical assistance throughout any legal action. The team has considerable experience assisting jurisdictions in redistricting and Voting Rights Act litigation. Institute Project Leader Douglas Johnson was the central technical assistance staff member and key witness for the Arizona Independent Redistricting Commission in its Court challenges. Dr. Lisa Handley, the proposed Racial Bloc Voting expert on the Rose Institute team, is one of the nation's most experienced expert witnesses in redistricting and voting rights act litigation. The entire Rose Institute team pledges that it is ready and willing to assist in any such efforts pursuant to the guidance of the Commission's March 11 "Questions and Answers from Bid Advertisement," which stated "a bid amount is not required."

#### **Additional Information regarding:**

#### **Section V - Scope of Work (Volume III)**

##### **A. Software Capability**

The Rose Institute has been the leader in technical innovation and system expertise in the local districting field since the Institute's founding in 1973. The hallmark of the computerized districting systems used by the Rose Institute is an ability to bring into play large amounts of data in such a way that the person drawing the district boundaries, as well as those analyzing the plans produced, can comprehend the data and make responsible and correct decisions about the nature of the districts being created. The Rose Institute systems represent the most advanced realization of these trends. The Rose Institute current uses both Maptitude for Redistricting and the Maptitude for Redistricting Extension for ArcGIS, and the Institute are participants in the beta testing programs for both Caliper's Maptitude Online Redistricting system and ESRI's online redistricting offering. We are not aware of any other organization that uses all four of these systems.

Rose Institute personnel have experience in operating advanced computer graphics districting systems and are prepared to provide all electronic databases and GIS district maps in an Arc/View shape or Maptitude Geographic file format. The Institute's technical approach has proved its reliability in many different districting and redistricting situations.

Modern computerized districting systems allow their users to assess the results of alternative boundary configurations. In particular, the results must be monitored in terms of geographic location, shape, compactness, contiguity and the characteristics of the district. Sophisticated graphics and data can be displayed on the monitor or plotted and printed using various output devices.

The advantages of such a design and hardware configuration are that, at any time, for any district, either outline or detailed maps and either one-page or unit-by-unit data may be printed. In addition, users may order compactness and contiguity tests to be run on any district(s). The Rose Institute's system also stores multiple plans and tests may be built into the system to list split units. Users may order colored plots of any area to be produced.

## **Rose Institute of State and Local Government**

The bulleted points below reference the specific technical features of the commercial districting systems – from ESRI and from Caliper Corporation – that the Rose Institute uses for districting.

- **Computer Mapping:** Maps are a vital part of any districting process. It is important to have demographic data displayed in map form. The systems used by the Rose Institute are able to examine the districts in question, both in terms of the shapes of the districts and the locations of the districts. Maps of plans contain enough detail so that those to whom the maps are given understand exactly where the boundaries of the districts lie.
- **Tests and Checks:** Any effective computerized districting system must provide various tests and checks to assure the accuracy and constitutionality of proposed districts. The systems used by the Rose Institute provide for tests of contiguity and indicate contiguity by touch, islands within districts, or detached units from the district. Contiguity tests require a polygon line segment file to be created for the units used as building blocks in the districting process. These line segments are generally created in the database building process. There are also compactness tests available.
- **Required User Sophistication:** One of the main advantages of the systems in use by the Rose Institute is that the personnel operating them have wide experience in actual districting and redistricting.
- **System Security:** The systems in use by the Rose Institute have numerous security checks denying entry to unauthorized persons – both to work stations and to individual plans. It is extremely unlikely that anyone could break through this security without detection.

### **B. Final Map Report**

The Rose Institute team has produced numerous such reports for a wide variety of clients. Such reports range from 150-page volumes on Fort Lauderdale and City of Phoenix redistricting projects to census block by census block listings of each and every change made to the State of Arizona legislative redistricting plans that resulted in any deviation beyond perfect balance. The Rose Institute is fully prepared to document all materials necessary for the Commission's required final report.

### **C. Information Security**

The Institute has extensive experience handling data significantly more sensitive than the extremely sensitive redistricting data. One project the Institute performed for the Los Angeles County Superior Courts involved analyzing data including the home address of every active judge in the Superior Court system. Another involved analyzing the financial records of a number of California Native American tribes and the casinos they operate. In these cases, and in every Institute contracted project, the Institute employs extensive technical and human security safeguards.

### **D. Staff Support**

The Rose Institute team has decades of redistricting experience and has performed well over 50 redistricting projects for jurisdictions of every shape and size. The team is fully prepared to provide any reasonable support and / or advice that the Commission requests.

### **E. Work Plan**

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The long list of redistricting projects in the Rose Institute team's history testify to the Institute's ability to develop and deliver a detailed, focused work plan that meets or exceeds every deliverable request and timeline directed by the Commission. The team has developed literally scores of such work plans for jurisdictions from some of the smallest cities and school districts in California to the size of states and major counties of the southwest.

1. and 2. The entire technical team proposed by the Rose Institute is experienced in the use of redistricting-specialized GIS software to perform all of the technical skills listed in the Invitation to Bid -- and more.

a) As noted above, the Institute was home to one of the original redistricting GIS systems in the country. In 1981 the Institute had the only GIS system in California capable of developing redistricting plans that was not on contract to the legislature, and the Institute used this system to support a public education and participation campaign that led to unprecedented public and media attention and participation in the state's redistricting at the time. The Institute's systems have continued to evolve through the 1991, 2001, and current redistricting cycles, and the Institute currently houses a wide array of redistricting-related software tools.

b) Prior to the state's release of the California Statewide Database, the Rose Institute compiled the California Data Network, which provided election and census data for Rose Institute projects. The database was also sold to a bipartisan and nonpartisan collection of outside entities. Project Leader Douglas Johnson is a nationally recognized expert on the Census and the relevance, usage, and pitfalls of the decennial Census, American Community Survey, ethnic-surname, and Special Tabulation databases that will be needed for the CRC's California redistricting work.

c) The Institute team's experience in Arizona and other major public-engagement-oriented redistricting experiences give us unparalleled experience in the need for, and implementation of, coding systems for the tracking of public input and maps provided by the public. The Arizona Independent Redistricting Commission eventually catalogued, analyzed, and shared with the public over 150 Legislative and Congressional district plans that were either received from the public or developed by consultants (the Rose Institute team) in response to Commission direction. This experience provides invaluable resource to the CRC as it takes on a similar public outreach and engagement effort.

d) The Institute has pioneered a wide variety of tools used to provide the most engaging, effective, and productive presentations focused on providing a comprehensive report together with the specific details necessary to address the issue or question at hand at any given moment. These tools include projection systems, online atlases, online redistricting tools, live use of desktop mapping software, KML files and shapefiles that can be viewed in the free Google Earth, Google Maps, Bing and ArcExplorer systems, and other tools. The Rose Institute team employs the most cutting-edge tools for this purpose in the field.

### **F. Redistricting Database**

The Rose Institute team is extremely knowledgeable about the development and content of the California Statewide Database. We have worked extensively with the Statewide Database team over the last decade to identify and address the few issues that have arisen, and we remain engaged with the Database team in discussion on further refinements and improvements to the data.

Mr. Johnson is a widely recognized expert on redistricting data, in particular on the Census, the American Community Survey and the Census Bureau's Department-of-Justice-requested Special Tabulation of Citizen Voting Age Population data. The Institute team will clearly make extensive use of the Statewide Database provided by the state, and the team is fully prepared to enhance that database with any and all data that the Commission decides to add. The Institute team can, if the Commission so requests, provide extensive recommendations on data to add to the database for particular use in the identification of communities of interest and/or for additional information related to ensuring full compliance with the Federal Voting Rights Act.

### G. Public Meetings

The Institute's large team makes us uniquely prepared to manage the potential multiple-meeting situation the Commission may encounter. We also encourage, and are experienced in the management of, multi-site videoconference-linked public input sessions on redistricting. The Institute team is fully capable of attending multiple simultaneous meetings and providing each session with the ability to display and project live maps with the ability to zoom in and out at the request of the Commission and/or public; to record the communities of interest, map change requests, and other geographic requests from the public; to register and share all the recorded requests in a central database after the meeting; to develop a summary report of all public input received; and to draw and test the implementation of those requests.

### I. Customer Experience References

Any of the scores of redistricting projects completed by the Rose Institute redistricting team may be contacted for references. Three that we suggest as most closely matching the Invitation to Bid's request for specific total population and demographic profiles are the following:

a) **The Arizona Independent Redistricting Commission.** Contact: then-Chairman Steve Lynn, slynn@tucsonelectric.com, 520-884-3629, c/o Tucson Electric, 1 S. Church Avenue, Tucson, Arizona, 85701.

Mr. Johnson and other Rose Institute team members, working as National Demographics Corporation, acted as chief technical consultants to the Commission in its work to draw state Legislative and Congressional redistricting plans. The Institute team was responsible for providing educational materials and demonstrations; facilitating public input meetings; developing a "public participation kit"; training the Commission members on the use of GIS software for reviewing plan details; working with the public to receive plans and individual community requests in every form and file type imaginable; processing all Commission-directed or public input requested plan test; sharing all plans drawn with the public in a wide variety of technical formats; presenting to the Commission and public all plan tests and plans; reporting, to the Census Block level, the specific changes made in each plan; summarizing all technical and demographic details of key plans for the preclearance review by the Department of Justice; working with the Department of Justice to resolve the issues raised by the unprecedented number of public and Commission maps shared in public (and thus reported to the Department); and providing ongoing support to the Commission on any and all areas requested, including public outreach, media orientation and response, coordination with county and other local government bodies impacted by the state redistricting effort.

2009 American Community Survey population profile data:  
Total Population: 6,595,778

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Hispanic Population: 2,031,651, 30.8%  
Total Non-Hispanic: 4,564,127, 69.2%  
Non-Hispanic White: 3,767,988, 57.1%  
Non-Hispanic Black or African American alone: 237,258, 3.6%  
Non-Hispanic American Indian and Alaska Native alone: 260,968, 4.0%  
Non-Hispanic Asian alone: 162,025, 2.5%  
Non-Hispanic Native Hawaiian and Other Pacific Islander alone: 11,051, 0.2%  
Non-Hispanic Some other race alone: 10,920, 0.2%  
Non-Hispanic Two or more races: 113,917, 1.7%

The State of Arizona includes the Flagstaff AZ-UT MSA, Phoenix-Mesa AZ MSA, Tucson AZ MSA, and Yuma AZ MSA.

b) **San Diego Unified School District.** Contact: Ricardo Soto, former in-house counsel at San Diego Unified School District. Ricardo.Soto@ed.gov, 800-421-3481. c/o U.S. Department of Education Office for Civil Rights, 400 Maryland Ave SW, Room 4E329, Washington, DC, 20202.

The Rose Institute team members, working as National Demographics Corporation, were the technical, demographic, and public outreach consultants to the 2001 San Diego Unified School District Redistricting Commission. The Institute team was responsible for providing educational materials and demonstrations; facilitating public input meetings; developing a "public participation kit"; working with the public to receive plans and individual community requests; processing all Commission-directed or public input requested plan test; sharing all plans drawn with the public in a wide variety of technical formats; presenting to the Commission and public all plan tests and plans; and providing ongoing support to the Commission on any and all areas requested, including public outreach, media orientation and response. In addition, the California Voting Rights Act was enacted during the Commission's redistricting process, the Institute team worked with the District's legal counsel to perform an analysis of the District's potential exposure under the new law.

2009 American Community Survey population profile data:

Total Population: 1,027,189  
Hispanic Population: 279,405, 24.0%  
Total Non-Hispanic: 747,784, 72.8%  
Non-Hispanic White: 491,805, 47.9%  
Non-Hispanic Black or African American alone: 74,677, 7.3%  
Non-Hispanic American Indian and Alaska Native alone: 2,186, 0.2%  
Non-Hispanic Asian alone: 142,302, 13.9%  
Non-Hispanic Native Hawaiian and Other Pacific Islander alone: 7,025, 0.7%  
Non-Hispanic Some other race alone: 1,993, 0.2%  
Non-Hispanic Two or more races: 27,696, 2.7%

San Diego Unified School District is part of the San Diego CA MSA.

c) **Santa Clara Valley Water District.** Contact: Stan Yamamoto, District Counsel, SYamamoto@valleywater.org. 5750 Almaden Expressway, San Jose, California, 95118. [Alternate contact: Government Affairs Director Rick Callendar.]

The Rose Institute team members, working as National Demographics Corporation, were the technical consultants to the Santa Clara Valley Water District Redistricting Commission. The Institute team was responsible for providing educational materials and demonstrations; facilitating

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public input meetings; developing a "public participation kit"; working with the public to receive plans and individual community requests; processing all Board-directed, Commission-directed or public input requested plan test; sharing all plans drawn with the public in a wide variety of technical formats; presenting to the Commission and public all plan tests and plans; and providing ongoing support to the Commission on any and all areas requested, including public outreach; and coordinating implementation with the Santa Clara County Registrar of Voters.

2009 American Community Survey population profile data is not available for Water Districts. The following data are from the 2000 Census:

- Total Population: 1,682,601
- Hispanic Population: 403,401, 24.0%
- Total Non-Hispanic: 1,279,200, 76.0%
- Non-Hispanic White: 744,297, 44.2%
- Non-Hispanic Black or African American alone: 47,677, 2.8%
- Non-Hispanic American Indian and Alaska Native alone: 9,747, 0.6%
- Non-Hispanic Asian alone: 443,939, 26.4%
- Non-Hispanic Native Hawaiian and Other Pacific Islander alone: 6,339, 0.4%
- Non-Hispanic Some other race alone: 13,917, 0.8%
- Non-Hispanic Two or more races: 13,284, 0.8%

The Santa Clara Water District covers all of Santa Clara County, classified by the Census Bureau as the San Jose, CA PMSA.

If desired, the Rose Institute team can provide many additional reference clients, as the team has served as technical consultant to over 50 different jurisdictions.

### **J. Resumes**

Resumes are included in section V of this proposal for the following members of the Rose Institute team:

- Project Leader/Manager/Coordinator and Institute Fellow Mr. Douglas Johnson
- Institute Director Dr. Andrew Busch
- Institute Associate Director Dr. Kenneth P. Miller
- Associate Director (Retired) Dr. Florence Adams
- Assistant to the Directors Ms. Bipasa Nadon
- Racially Polarized Voting Expert Dr. Lisa Handley
- Fellow Mr. Justin Levitt
- Manager Ms. Jacinth Sohi
- GIS Director Mr. David Meyer
- Associate Mr. Ryan Boone
- Associate Ms. Chloe Cotton
- Associate Mr. Nathan Falk
- Associate Ms. Emily McNab
- Associate Mr. Aditya Pai
- Associate Ms. Helen Pollock
- Associate Mr. Samuel Stone
- Associate Ms. Kathryn Yao

### ***Roles of key team members:***

## Rose Institute of State and Local Government

Douglas Johnson will be the primary point of contact for all Commission-related matters.

Dr. Adams will provide management and strategic project and redistricting guidance to the Commission and team as needed, including participation in Commission meetings as appropriate.

All members of the team will assist with technical support of public input meetings.

Given her long resume of redistricting projects and highly regarded writing on the Voting Rights Act, Dr. Adams will provide ideas and suggestions for Commission consideration on any issues requested.

Dr. Handley is among the nation's premier experts on the Voting Rights Act and she is included here as the Institute's recommended and preferred analyst of racially polarized voting, though we anticipate the Commission hiring her through a separate contract (likely through Commission Counsel, to preserve legal privileges as appropriate and necessary).

All of the Institute Associates have completed the Institute's two-month introduction to redistricting training program, and all are familiar with the use of Maptitude for Redistricting, Google Maps, Google Earth, ArcGIS, and other technical tools that the Institute team will use for this project.

Drs. Bush and Miller and Ms. Nadon will provide management and strategic project.

### ***Litigation:***

1) Dr. Adams, Mr. Johnson and Dr. Handley were involved in the Arizona Independent Redistricting Commission work. This plan was involved in litigation that eventually resulted in a State Supreme Court case that declared the Commission's plan the appropriate and legal plan. The Commission's original Legislative redistricting plan did encounter an objection from the U.S. Department of Justice. When considering the plan it ultimately adopted, the Commission's technical and legal teams advised the Commission that the plan was close but still short of meeting the Department of Justice's benchmarks for preclearance. The Arizona Minority Coalition, representing the joint interests of the state's Latino and African American communities, requested that the majority-minority districts not be strengthened, as the Latino community in particular preferred an increased number of districts in which it would have a chance to compete. The group spokesman thanked the Commission for approving the plan the Coalition endorsed, and affirmed that Coalition members realized the plan required endorsements from the Coalition to survive the Department of Justice preclearance review. Once the plans were sent to the Department of Justice, however, the Minority Coalition changed its position and opposed preclearance. As a result, it was no surprise when preclearance was denied. The Commission rapidly changed the plan to the numbers needed for preclearance and the Commission's decisions survived all further scrutiny. Dr. Handley's numbers and analysis were endorsed and used by both the plaintiff and defendant sides in the lawsuit.

2) As discussed elsewhere in this proposal, members of the Rose Institute team have been brought in as technical support and/or expert witnesses in a wide variety of jurisdictions either in redistricting-related litigation or concerned about the potential for such litigation.

### ***Specific Knowledge:***

a) The Federal Voting Rights Act.

Dr. Handley's resume lists the pages of lawsuits she has worked on as an expert witness providing Racially Polarized Voting analysis. Her resume also lists her extensive publication history on this topic. She is one of the premier, and perhaps the most well-known, RPV expert in the country. Dr. Adams has worked with a number of jurisdictions subject to Section 5 preclearance requirements and in 2000 she authored the highly regarded book Latinos and Local Representation: Changing Realities, Emerging Theories. Mr. Johnson has provided technical and demographic support, including racial polarized voting analysis, to over 200 California jurisdictions. Mr. Johnson has been the demographer hired by every jurisdiction in California that has sought demographic assistance addressing concerns raised in litigation under the California Voting Rights Act. Mr. Johnson is a frequent expert speakers at the redistricting seminars hosted by the National Conference of State Legislators, he is a sought-after expert on demographics and the Census for the state and national media (including an appearance and technical support for in the 2010 Gerrymandering documentary, the 2010 KCET television in-depth review of Proposition 20, and appearances on San Francisco's KRON local news and on national CNN and Fox news shows). His articles have appeared in the Fresno Bee, Los Angeles Times, and New York Times, among other outlets. And Mr. Johnson is closely involved in discussions with the Census Bureau and the Department of Justice regarding demographic data and preclearance procedures for the 2011 redistricting cycle. At the National Conference of State Legislatures Redistricting Seminar, NCSL chose Mr. Johnson as Chairman and Coordinator of the "Non-Partisan Caucus" breakout meeting.

### b) The California Constitution, Article 21, Section 2.

Mr. Johnson was a key advisor to the coalition that wrote Proposition 11 and, in the early stages, to the group that wrote Proposition 20. Mr. Johnson is frequently asked to speak to public gatherings and to train redistricting bodies in California's Constitutional and Statutory requirements for redistricting. The Rose Institute published the only known comparison of the pre-Proposition 11 and Proposition 11 redistricting criteria and how the rulings in the post-2001 *Santa Clara* redistricting lawsuit may foreshadow the California Supreme Court's review of any potential litigation under Proposition 11.

Mr. Johnson's work with the Proposition 11 coalition significantly contributed to the decision of the City of Modesto to hire him to advise the City as it wrote its own independent redistricting commission language for the City Charter, in this case governing redistricting of the City Council.

### c) The Geography of California as related to redistricting

Since its founding in 1973, the Rose Institute has been a premier source of expertise and analysis on California demographics. From the early California Data Network, to individual 1991 Atlases of California's African American, Latino, and Chinese American communities, to Carving Up California, to a multitude of reports and studies regarding the likely and actual 2010 Census data, to the first-ever GIS map of Neighborhood Councils in Los Angeles and Neighborhood boundaries in San Diego, the Rose Institute is on the leading edge of California demographic research and expertise.

As noted above, Associate Director Miller was co-editor of The New Political Geography of California, an edited volume published by Berkeley Public Policy Press in 2008.

The Institute's record also includes the pioneering work of the late Dr. Leroy Hardy, which he performed over the years as co-Director of the Rose Institute's Redistricting Reform Program. Dr.



Hardy's experience in redistricting dated to 1951 and he was a consultant to the California legislature and congressional delegation over three decennial redistricting cycles.

### d) The population diversity of California as related to redistricting

The Rose Institute has assisted more demographic and community organizations with the drawing of redistricting plans than any other organization of which we are aware. From *Californios for Fair Representation* in 1981, to the Congress on Racial Equality in 1991, to the 1991 mapping of the Latino, African American, and Asian American populations of the state, to our current work with *Voice of San Diego* to map San Diego's changing demographics using Census data back to 1970, the Rose Institute a leading source of analysis of California's population diversity and its relationship to redistricting. When community groups or the media want information on California demographics, the Rose Institute is often one of the first places they call. Similarly, documentary film makers, such as the producers of Gerrymandering and Crips and Bloods: Made in America, have come to the Rose Institute for our ability to take difficult data and turn it into clear, accessible information. Our extensive library of publications, found online in the Claremont Colleges Digital Library, document our wide-ranging expertise in demographic change and diversity in California and the relationship of those factors to redistricting.

### f) Census data as related to redistricting

Back in 1981, the Rose Institute built the first GIS database available for public use in redistricting. The groundbreaking *Californios for Fair Representation* organization used that database in an unprecedented effort to press for improved representation for Latinos in California.

In 1991, the Rose Institute's redistricting database was used by the Congress On Racial Equality (CORE) to draw the only modification to the Special Master's plan accepted by the State Supreme Court (Mr. Johnson was the technician who drew that change, implementing the goals of Mr. Adrian Dove from CORE).

In the last decade, Mr. Johnson has been deeply involved in NCSL's work planning and coordinating data issues between state legislatures and the Department of Justice and the Bureau of the Census. At NCSL's final redistricting seminar, Mr. Johnson presented the much-awaited "Citizen Voting Age Population Data from the line-drawers perspective" to over 100 state legislators and legislative staff members. He is one of the nation's top experts on the opportunities and difficulties involved in using American Community Survey data from the Census Bureau (including the all-important Citizen Voting Age Population data) in redistricting.

Mr. Johnson has been in charge of and the lead technician on the development of Arizona's Statewide Database. In that role, Mr. Johnson coordinated the State of Arizona's work on the Census Bureau's Phase II data program, which constitutes the primary liaison effort between the Bureau and the states for redistricting preparations.

Dr. Adams and Mr. Johnson have spoken at countless events and in countless media articles regarding the Census, redistricting, and the relationship between the two. The editorial writer for the Modesto Bee called the Rose Institute, "the guru on political districting issues."

### g) The application of GIS-related databases to the problems of redistricting

(Repeated from above, as it is equally applicable here.)

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The bulleted points below reference the specific technical features of the commercial districting systems – from ESRI and from Caliper Corporation – that the Rose Institute uses for districting.

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- **Required User Sophistication:** One of the main advantages of the systems in use by the Rose Institute is that the personnel operating them have wide experience in actual districting and redistricting.

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- System Security: The systems in use by the Rose Institute have numerous security checks denying entry to unauthorized persons – both to work stations and to individual plans. It is extremely unlikely that anyone could break through this security without detection.

### h) Applicable provisions of the California Elections Code

Other than the small group of attorneys who specialize in election law cases, members of the Rose Institute team are among the top experts in the state on election laws in general and those related to redistricting in particular. Mr. Johnson and Dr. Adams have frequently interpreted and applied the redistricting-related provisions of the Elections Code in their combined nearly 100 redistricting engagements. In a recent example, the City of Menifee has engaged Mr. Johnson to assist with the redistricting provisions of the Elections Code. And Mr. Johnson is perhaps the state's top expert regarding the Elections Code's requirements for coordination of local redistricting plans between the covered jurisdiction and the County Registrar of Voters. When the Los Angeles County Registrar of Voters recently held a conference for the county's 40-plus jurisdictions that have to redraw election district lines after the 2010 Census, Mr. Johnson was the expert they asked to come and speak about the demographic elements of the California Voting Rights Act and the challenges of implementing locally drawn plans in County elections systems.

As noted above, Mr. Johnson is also an expert on the provisions of Proposition 11, both those included in the California Constitution and those written into the Elections Codes. In particular, these provisions include the requirements for an open, public process; for the sharing of all data and other Commission materials with the public; with the required initial "public input" phase before the Commission adopts any draft plan; with the 14-day public notice of all meetings and plans; and with the Elections Code's encouragement that the Commission make available any and all tools that could possibly assist the public's ability to participate in this process.

## **Attachment 4 - Conflict and Impartiality Statement (additional pages)**

### **Key Conflicts**

Neither the Institute itself nor any of the members of the Rose Institute team have any of the listed conflicts within the last 10 years.

### **Donations or Funding**

The Rose Institute of State and Local Government at Claremont McKenna College is an entity within Claremont McKenna College (CMC). We receive literally thousands of donations totaling millions of dollars every year. Providing a full list of donors over the last 10 years would take much longer than the time provided to complete this proposal that would require review by the College's legal and development offices. The Institute's operations are funded from the Institute's share of the College endowment; by contracted research projects (primarily for local governments); and, to a small extent, by donations from the Institute's Board of Governors, alumni, and other small individual or organizational donors. None of these funding sources represent any conflict with the Institute's proposed work for the Commission.

### **Services for parties or similar interests**

The Rose Institute of State and Local Government at Claremont McKenna College is an entity within Claremont McKenna College (CMC). CMC is organized under the tax laws as an educational

## **Rose Institute of State and Local Government**

non-profit organization. The federal and state tax laws require CMC and the Rose Institute to abstain from any partisan advocacy of any kind.

The Rose Institute performed academic and educational research into the potential tax and economic impacts of Proposition 24 on California's November, 2010, General Election ballot. This research was funded by the firm Goddard, Clausen, which was working for the "No on 24" campaign at the time. As noted in the preceding paragraph, the Institute's research was, and by law must be, entirely nonpartisan and non-advocacy. The "No on 24" campaign was not controlled by any incumbent or candidate or by the campaign organization of any incumbent or candidate. The Institute's (unpaid) role with the groups writing what eventually became Propositions 11 and 20 occurred at the drafting stage, before any formal organization related to either of those initiatives existed.

Given the Institute's long history of research for literally hundreds of entities, and the independent work of the academics leading the Institute team, it is impossible to know which of those entities (or individuals from those entities) later on "supported, donated money to, raised money for candidate for public office, taken a position on a ballot initiative, or sought to influence the redistricting process." At no time, however, have the Institute or its team members engaged in any partisan activities or made political contributions that would disqualify them from bidding under the Commission's conflict of interest guidelines. Certainly the Institute's involvement in the Los Angeles Economic Development Council, the San Gabriel Valley Council of Governments, the Tribal Association of Sovereign Indian Nations (TASIN), the RedistrictingCA coalition, Voices of Reform, and other similar non-profit private and public entities has brought the Institute into contact with a wide variety of prominent public policy figures, many of whom undoubtedly are also active in partisan efforts.

In summary, the Institute has no partisan connections or political advocacy roles that present a conflict for our proposed work for the Commission. In fact, the tax status of CMC bars such activities.

### **Sources of Funding**

No sources of funding other than the CRC are anticipated. The Rose Institute at Claremont McKenna College is a part of Claremont McKenna College. A portion of funds generated by work performed by the Rose Institute are recorded as compensating the College for the space and personnel used for Institute-related work, but these are intra-fund calculations. The Institute's work and resources are fully funded by the Institute's work, donations, and the Institute endowment. These arrangements are the same for all work performed by the Institute.

### **Ability to set aside personal interests, political opinions and group allegiances to achieve a broad objective**

The media, the public, and government leaders across California rely on the Rose Institute's research because of the Institute's record of nonpartisan, unbiased, accurate research. Whether a Rose report involves Census demographics, a look at the history of redistricting in California, the economic impact of an event or facility, the history of court review of voter-approved initiatives, or an analysis of local government finances, the Rose Institute team puts aside personal views and biases to create a report that is fully documented, highly regarded and trusted. Since the 1980s, the Institute has published studies on redistricting in all 50 states, including the recently launched "Redistricting In America" website profiling demographics and redistricting in every one of the country's 50 states.

## Rose Institute of State and Local Government

The Institute's 37 years in existence are the best testimony to the lasting value and reliability of our research.

A few notable quotes about our work:

"The internationally recognized Kosmont-Rose Institute study": Los Angeles Mayor Antonio Villaraigosa, writing in the Huffington Post.

"The Rose Institute, the guru on political districting issues," Modesto Bee Editorial writer Judy Sly, writing in the Merced Sun Star.

(About RedistrictingInAmerica.org) "A must-see for understanding the redistricting fights around the country." Congressional Quarterly Political Wire.

"The folks the Rose Institute at Claremont McKenna College have a pretty good redistricting site. <http://www.redistrictinginamerica.org/>": Chuck Todd, political reporter, NBC News.

"Census Must-Click .. an essential site": Politico's Morning Score.

The independent, nonpartisan, character of the Rose Institute team's work is confirmed by the work done by the team, both directly at the Institute and outside of the college umbrella under the aegis of National Demographics Corporation. The Institute team has a long and distinguished record of serving non-partisan clients including community service districts, school districts, irrigation districts, water districts, cities, towns, counties, and states. In all of these engagements the Institute team brought the same attitude it offers to the Commission: an expert, unbiased consultant aimed at offering the Commission the objective information, analysis, and options needed by the Commission to make clear decisions. In every redistricting engagement the Institute aims to ensure that the project -- and in particular the map(s) eventually adopted -- is the creation of the client's decisions, not the decisions of the Institute team. This was the heart of the Institute team's work in Arizona's ground-breaking redistricting in 2001: the consultant's job is to provide information and options that allow the Commission to make the policy decisions it views as best. The success of the Institute team's role was best illustrated in the lawsuit that followed the Arizona redistricting effort: at different stages of the lawsuit the Institute team's work was alternatively criticized and lauded by the very same attorney. Every plan advocated by every side in the lawsuit was drawn at some point in the process by the Institute team -- nothing was hidden, and the lawsuit focused on the decisions of the Commission and there was no objection to any actions of the Institute team from any party to the lawsuit (and there were five different plaintiffs in the lawsuit). The unprecedented work of the Institute team (and the decision of the Commission to conduct so many public hearings) ensured that the Institute team's work as consultants to the Commission were accurate, trusted, thorough, and fully documented. While contentious and controversial, the Institute team's work for the Commission exemplified how a consultant's job is to advise and support its client while ensuring total transparency and maximized public engagement, while leaving the decisions to the client.

Whether the situation is the Los Angeles County Superior Courts looking for a consultant they can trust with the home addresses of every judge in the system, or rival Native American tribes looking for a trusted and neutral entity they are willing to pool and analyze extremely sensitive business information, or districting and redistricting entities seeking unbiased, nonpartisan experts to assist their efforts, time after time the Rose Institute is the answer to their needs.

#### **IV. Additional Information on the Rose Institute**

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# ROSE INSTITUTE

OF STATE AND LOCAL GOVERNMENT

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**CLAREMONT MCKENNA COLLEGE**

# Introduction

## *About the Rose Institute*

In 1973, the Rose Institute of State and Local Government at Claremont McKenna College, was founded by Government professor Alan Heslop with an initial grant from businesswoman and lawyer Edessa Rose in whose honor the Institute was named. The Rose Institute was founded to examine topics specific to state and local government in California. For the past three decades, the Rose Institute has pioneered public policy research and conducted in-depth studies in public finance, demographics, survey research, economic impact, Indian gaming, and legal analysis. Research done at the Rose Institute has been featured in the *The New York Times*, *The Los Angeles Times*, *The Washington Post* and other national and regional publications.

The Rose Institute has a unique work environment that allows undergraduate students the opportunity to work side by side with faculty and specialists, gaining direct research experience. These students are exceptionally well prepared and come to the Rose Institute with an enthusiasm for state and local government affairs. We strive to provide our students with unparalleled professional and educational experiences.

From day one, student researchers confront real world problems, and as their skills grow, students often conduct analyses and manage projects for clients on their own. Students are also listed as authors, co-authors, or researchers on reports published by the Institute.

The approach of the Rose Institute to challenging problems and our extensive research experience provide us with unmatched insight in addressing conceptual questions, analyzing trends, and providing accurate forecast information. The Rose Institute also maintains one of the largest archival databases of economic data and survey research in the country, providing instant access to a wealth of knowledge and information. The Institute maintains close ties with specialists in real estate, law, public finance, demographics, business analysis, and politics who assist in our research and facilitate student mentoring and networking.

For more information about the Rose Institute, visit our blog at [www.rosereport.org](http://www.rosereport.org) and Web site at [www.claremontmckenna.edu/rose](http://www.claremontmckenna.edu/rose).



## *About Claremont McKenna College*

Claremont McKenna College (CMC) is a private liberal arts school in Claremont, California, located 35 miles east of Los Angeles. CMC is part of the Claremont Consortium that includes Pomona College, Pitzer College, Harvey Mudd College, and Scripps College.

Claremont McKenna provides a broad education in the liberal arts but specializes in government, international relations, finance, and economics. Alumni often go on to pursue graduate degrees with careers in law, business, public administration, public policy, science, education, government, and foreign services.

In 2008, *U.S. News and World Report* ranked Claremont McKenna as the 11th best liberal arts school in the country, with an admission rate under 20%. Of the most recent freshman class, 86% graduated in the top 10% of their high schools.

# Public Finance & Fiscal Analysis

## Overview

The Rose Institute conducts detailed budget analyses for private institutions and corporations in addition to fiscal research on behalf of state, county, city and tribal governments. Our fiscal analysis team works under the direction of Steven B. Frates, Ph.D., a leading expert in fiscal analysis for local government and the primary author of over 20 major fiscal reports issued by the Rose Institute. Dr. Frates is a former member of the California Constitutional Revision Commission and was appointed by Governor Arnold Schwarzenegger to the California Performance Commission.

Fiscal analysis at the Rose Institute often includes detailed information in the following areas:

- Comprehensive budget analysis
- Fiscal policy ramifications and consequences
- Economic forecasting
- Fiscal sustainability
- Revenue/Expenditure patterns
- Trends of economic growth and decline
- Regional and demographic trends

In 2002, the Rose Institute conducted in-depth analysis of the San Fernando Valley secession and the After School Programs Initiative (Proposition 49). The Institute also examined budgets for school and political districts.

Previous major clients include:

- Los Angeles County
- Orange County (Including all 33 municipal governments)
- Santa Clara County
- Monterey County
- Fresno County
- Riverside County (Including all 24 municipal governments)
- San Diego County and over 75 special districts and redevelopment agencies
- Southern California Edison

## Projects

**Redlands Fiscal Impact Study:** This report analyzed the fiscal impact of an amendment to the General Plan of the city of Redlands. The Institute first examined the fiscal condition of the city of Redlands and then studied the trends of municipal revenue rates and expenditure patterns to determine the overall economic health of the city. The study also compared the development patterns and finances of Redlands with several neighboring cities. These analyses contextualized Redlands' financial and development profile and allowed for a more robust understanding of the economic situation in Redlands. The Rose Institute concluded that the initiative would have a negative impact on Redland's general operating revenues and would hurt the city's internal economy.

**The Economic Impact of Homelessness in Los Angeles County:** In 2005, the Rose Institute examined controller reports, demographic trends, and population dynamics to assess the scope, costs, and effects of social services addressing homelessness in Los Angeles County. The Institute studied homelessness in several LA County cities to create a comparative base for examining the city of Los Angeles. The study found that approximately 14 percent of single homeless adults who remained in Los Angeles were able to gain access to subsidized public housing over an eight-year period. In addition, homeless adults and approximately half of the homeless job seekers who participate in the labor force have viable opportunities for supporting themselves through employment.

**City of Loma Linda Fiscal Analysis:** The Institute conducted a fiscal impact study for the city of Loma Linda regarding two proposed referenda and one proposed initiative that would amend the General Plan of the city and allow two retail developments to be constructed. The report utilized financial data from several sources, including the Loma Linda Municipal Budget and the Redlands CAFR. The study projected the sales and property tax revenues that would be generated by the proposed projects in addition to costs associated with delaying construction. The projected revenue streams and potential costs from the proposed projects were compared to the standing tax revenue generated in Loma Linda, enabling policy makers to make a fully informed decision regarding the economic proposals.

**Riverside New Residential Housing:** This Institute study examined the potential impact of a new single family residential housing development on property tax revenues of cities in Riverside County. In order to ensure comparability between cities, the study referred to State Controller Reports which provided uniform definitions and reporting procedures for cities, allowing for a much more precise comparison between municipal revenue and expenditure data. The study first analyzed the property tax revenues and projected revenue growth of each city in the county compared to the increase in tax revenues generated by single family residential housing. The next section compared the increase in property tax revenues generated by new single family residential housing with the property

tax revenues generated from other existing sources in each city. The final section examined the correlation between population growth and municipal services. The study concluded that new housing developments had a positive impact for most cities since residents of these new developments paid substantially higher per capita property taxes than residents in existing neighborhoods.

**Fiscal Analysis of the City of Pomona:** The Rose Institute was asked by the city of Pomona to analyze the city's finances, to comment on the city's fiscal situation, and to suggest procedures for providing reliable financial information. In addition, the Institute was asked to examine the city in comparison to four neighboring cities. The study addressed the unique aspects of Pomona's financial circumstances and the importance of reliable municipal fiscal transparency. The Institute devoted particular attention to evaluating the clarity and accessibility of Pomona's budget documents, other public finance resources, and the use of accurate budget information in facilitating decision-making by city officials. The study emphasized the importance of allowing concerned citizens and the media to have adequate access to fiscal information.

**Budget Priorities of the San Diego School Districts:** From 1997 through 2001, the Rose Institute was commissioned by the Girard Foundation to conduct budget analyses of five school districts in San Diego. The Institute compared how each district allocated funds among its major budget items including salaries, benefits, pensions, facilities, materials, and maintenance. Each study also examined unfunded mandates, class sizes, debt issuance, and significant budget changes in each district.

**Other major fiscal projects include:**

Los Angeles County Fiscal Study (1996)  
Riverside School Districts (1998-2003)  
Orange County Subventions (2003)  
San Bernardino County Fiscal Analysis (2004)  
City of Long Beach Fiscal Analysis (2006)  
An Analysis of Business Migration in Southern California (2007)

# Demographic Studies, Redistricting, & Geographic Information Systems

For over thirty years, the Rose Institute has been nationally recognized as a leader in demographic analysis and redistricting research and reform. The Institute is unique in its knowledge and implementation of Geographic Information Systems (GIS) technology that allows users to generate creative maps and presentations of statistical data. In 1979, the California Business Roundtable gave a million dollar grant to fund a significant redistricting reform and education program at the Institute. The Ford Foundation also commended the Rose Institute for undertaking a complex and delicate study of South Central Los Angeles during the 1993 Rodney King riots.

**Foothill Country Day School:** Foothill Country Day School approached the Rose Institute to analyze the school's potential for increased enrollment. The Institute examined the neighborhood demographics of currently enrolled students and found that while household incomes and the amount of college and post-graduate education vary widely across most neighborhoods, a reliable working profile could be created to identify potential clients based on the socio-economic characteristics of currently enrolled students. Survey results indicated that many potential clients fitting the client profile could be found in nearby communities like Glendora, San Dimas, Rancho Cucamonga, Walnut, Diamond Bar, and Chino Hills. The survey indicated that the Foothill Country Day School had a wide potential base of interested clients and with a solid marketing effort, could steadily increase its school enrollment.

## **Los Angeles Law Enforcement Documentary:**

This project was done in conjunction with an independent filmmaker working on a documentary of law enforcement in Los Angeles. The Rose Institute created unique demographic maps describing the socioeconomic status and ethnicity of several inner city neighborhoods while also digitizing hand-drawn maps designating known gang territories. GIS software was used to transfer the maps into digitized images for the documentary.

**Central Valley Project:** The Rose Institute launched a large-scale research project to find out why the Central Valley is the only region in the United States to become both more Republican and more Hispanic in the past thirty years. GIS was heavily used in the project to digitally map demographic trends against voter identification data for the region.

**Coachella Valley Development Project:** The Rose Institute undertook an extensive project to graphically chart construction and development across the Coachella Valley. The development status of over two hundred parcels were compiled and then digitally mapped to show which parcels were approved, complete, not yet submitted, pending, or under construction. This survey proved invaluable for construction companies, chambers of commerce, as well as local governments to accurately gauge development across the rapidly expanding region.

# *Economic Impact Studies*

The Rose Institute conducts economic impact studies on behalf of city governments, businesses, and Indian tribes. These studies allow individual clients to accurately assess the direct and indirect effect of their activities on local and regional economies. For tribal governments, the Institute also analyzes the impact of tribal economic development by legislative district. Generally, an economic impact study will examine the wages, benefits, pensions and all other client expenditures to determine direct economic impact and then follows established formulae to calculate the indirect or ripple effects of the direct expenditures. The Rose Institute draws upon financial economists, econometrists, economic forecasters, and tribal specialists at Claremont McKenna College to provide a thorough quantitative and qualitative examination of effective business practices.

**Claremont University Consortium Impact Studies:** The Rose Institute conducted a study for the Claremont University Consortium to assess the full economic impact of the Consortium on local communities and the regional economy. The study carefully analyzed the combined expenditures of the seven affiliated colleges and schools in the Consortium and their indirect multiplier effect in the Cities of Claremont and Upland. Direct wages, salaries, benefits, and other expenditures were calculated as well as indirect impact of visitors, alumni, sporting events, and other significant events that increase spending in the local economy.

**Economic Impact of Tribal Governments in Riverside and San Bernardino Counties:** This study provided a broad overview of all tribal economic activities in Riverside and San Bernardino counties and the significance of their impact on the economy in southern California. While most economic development generated from tribal governments often comes from gaming and casinos, tribal governments also operate a variety of other substantial economic enterprises and continue to diversify their economic activities. Overall, the study found that the rapid growth in the gaming industry among tribal governments has a major effect on Riverside and San Diego counties while also impacting the counties' infrastructure, tax revenues, property values, and future economic development.

**Tribal Government Feasibility Study:** The Rose Institute conducted a feasibility study of constructing a new hotel casino and resort on behalf of a tribal government located in southern California. Several financial models were developed to mimic the potential costs, benefits, and drawbacks to constructing the new hotel. These models were grounded in data gathered from existing casino patrons and private performance data from existing casino operations overseen by the tribal government. The study compiled this data into a gravity model to analyze competitive position of the tribe in the region against competing gaming facilities.

# Survey Research

## Overview

The Rose Institute has more than 25 years of extensive survey experience and has conducted broad surveys examining key issues such as quality of life, public policy, and business development for numerous clients. These clients include:

- The Southern California Association of Governments
- The Coachella Valley Annual Survey
- The San Gabriel Valley Economic Partnership
- The Economic Alliance of the San Fernando Valley
- The Los Angeles County Economic Development Corporation
- The City of Claremont
- Various state, county, and local government agencies

The Rose Institute conducts all aspects of the survey process including background research, questionnaire design, sampling size, collection of data, analysis of results, and final conclusions regarding the data gathered.

## Projects

**Kosmont-Rose Institute Cost of Doing Business Survey:** In partnership with Kosmont Companies, our annual *Kosmont-Rose Institute Cost of Doing Business Survey* provides an analysis of municipal tax rates in more than 400 cities nationwide. The Institute collects information regarding business license fees, utility fees, impact fees, incentives, property taxes, and sales tax rates. The overall tax climate of an individual city is determined by means of a self-designed statistical weighting process that designates the most expensive and least expensive cities for businesses. Surveys are conducted annually and often receive significant media attention in many California publications including the *Los Angeles Business Journal*. For more information regarding the *Cost of Doing Business Survey*, please visit: [www.claremontmckenna.edu/rose/kosmont/CODBS.php](http://www.claremontmckenna.edu/rose/kosmont/CODBS.php).

**Claremont Business Survey:** The Rose Institute conducted an extensive business survey on behalf of the city of Claremont during the summer of 2008. The Institute surveyed business owners and managers to gauge support for a potential increase in the Transient Occupancy Tax (TOT) in addition to gathering other important information regarding the vitality of the Claremont business community. The proposed in-



crease in the TOT would be used to fund a city-wide marketing campaign to boost local businesses. Three out of four respondents said they would not support a change in the TOT and felt that it was the primary responsibility of the owner to promote their own businesses. Other survey results indicated that Claremont businesses are generally successful but most owners felt that improved visibility and reductions in city fees would best help improve their sales receipts.

**Claremont Quality of Life Survey:** The Claremont Quality of Life survey, completed in 2003, measured residents' satisfaction with the city and how it was governed. The survey found that 92 percent of residents were satisfied with the town and pleased with the services that were provided. The survey measured satisfaction with the city's aesthetics, police protection, efforts to be environmentally self-conscious, and other aspects of life in Claremont. The survey also found that residents desired increased funding for youth and senior citizen programs. The survey results allowed the city government to identify strengths in their performance while also highlighting areas of critical importance to improve city services.

**Coachella Valley Surveys:** The Rose Institute has conducted six extensive quality of life surveys across the Coachella Valley. The most recent survey, conducted in 2004, highlighted critical problems related to the Valley's rapidly expanding population as well as unreliable electricity during periods of high demand. The survey also found that Valley residents strongly

supported increased taxes to support neighborhood clean up projects and improvements in public transportation. The 2004 survey also highlighted the performance trends among local governments and noted the high optimism of residents for improved quality of life in the future.

**City of Sierra Madre Survey:** In 2004 the Rose Institute conducted a survey of public services performance on behalf of the city of Sierra Madre. Residents expressed high satisfaction with the performance of the Fire Department and that local tax revenues were spent effectively to provide quality city services. The survey also gauged support for construction of a new city library if the projected cost was 75 dollars per household for 30 years. Survey results indicated that residents tended to purchase books rather than check them out from the library while most residents were content with the services provided at the existing city library.

**Other surveys include:**

Survey of Monrovia Residents Regarding City Hall Hours/Days of Operation (2007)  
Survey of Fantasy Springs Casino (2003)  
California State University's Proposed Institute for Commercialization of Advanced Technology (2003)  
San Fernando Business Needs Survey (2002)  
Long Beach Library Survey (2001)  
Survey of the City of Duarte (2000)  
Hewitt-Camp Survey of Mexicans (1999)  
Claremont McKenna College Alumni Survey (1997)

# Legal & Regulatory Analysis

The Rose Institute completes detailed analyses of complex legal questions among state, local, and tribal governments, private businesses and public utilities. Rose Institute staff and students have worked on projects that have addressed tribal sovereignty, the history and politics of the passage of the Indian Gaming Regulatory Act, solid waste disposal, transportation, housing, the Endangered Species Act, and water quality and availability. Studies typically incorporate the economic performance of each industry as well as the regulatory environment in which each functions. The Rose Institute has also conducted extensive research on constitutional issues, including the impact of a full-time legislature, redistricting and the history of initiatives in California. Legal and regulatory projects often culminate in conferences designed to further education on the topic.

**Analysis of California v Cabazon Band of Mission Indians:** Ralph A. Rossum, Ph.D., a leading constitutional law scholar and director of the Rose Institute, is currently completing a groundbreaking book on *California v Cabazon Band of Mission Indians* (1987), the Supreme Court case that enabled extensive Indian gaming. In *Cabazon*, the Supreme Court held that states are barred from interfering with tribal gaming – i.e., tribally sponsored, high stakes commercial

gaming businesses operating in Indian country with a primarily non-Indian clientele. It held that states have no authority to enforce their gambling laws on the reservations of federally-recognized tribes. While the Court had previously ruled that state laws may be enforced on Indian reservations if Congress has expressly consented, it found in this case that Congress had not consented to an assertion of state power either through Public Law 280 (1953), a federal statute that delegated criminal/prohibitory but not civil/regulatory jurisdiction over Indian tribes in California and five other states. In this forthcoming book, Dr. Rossum examines competing jurisprudential approaches to tribal sovereignty, the relationship of tribes to the federal government and the states, federal pre-emption analysis, and the proper approach to interpreting federal Indian law.

**Tribal Gaming in California:** This report examined the full impact of tribal gaming in California. Under the terms of existing tribal compacts, California tribal governments typically pay as much to the states as major public utilities pay to local governments. The study concluded that if California tribal governments were treated as California corporations, then they would likely pay less than what they were paying at the time.



# Conferences

The Rose Institute has sponsored several conferences on a wide variety of topics. Conference materials include an individual binder or CD ROM for every participant with fold out maps, articles, and other pertinent scholarship on the issue.

The Rose Institute has sponsored six major conferences for the Coachella Valley between 1997 and 2004. These conferences focused on regional public policy issues including education, law enforcement, water, waste, tribal governments, and local governments. In addition to the conferences, the Rose Institute also conducted and published a quality of life survey every year for Coachella Valley.

The Rose Institute has sponsored three conferences on Towns and Tribes, covering important issues in how local and county governments interact with sovereign Indian tribes with law enforcement, education on legal jurisdiction, economic development, and intergovernmental communication. In addition to acting as the primary organizer and providing policy materials, the Rose Institute also tries to feature prominent keynote speakers at each the conference, for example Gray Davis, California's 37th Governor, who spoke at the Town and Tribes conference in 2002.

The Rose Institute has sponsored several conferences addressing the challenges of water conservation in

California. In January of 2002, the Institute sponsored a conference entitled "Southern California's Looming Water Challenges: Finding Solutions and Fostering Accountability." This conference focused on how to secure reliable water suppliers for new and existing customers over the next twenty years while balancing water needs among urban, agricultural and environmental demands. Water resource management and effective water regulation are prominent topics for state and local governments and will continue to be a top research priority for the Rose Institute in the years ahead.

The Rose Institute has also hosted conferences on solid waste disposal. In 2000 the Rose Institute held the "Managing Waste in Southern California: 2000 and Beyond" conference which was followed up in 2002 by the "Solid Policy on Solid Waste" conference. The means of disposal of solid waste and how it impacts the environment were key topics in both of these conferences.

Finally, the Rose Institute sponsored a conference in 2004 entitled "Governing California in the 21st Century." This conference focused on the constitutional spending cap and a term-limited legislature. The implications of both those policies on both state law and the operation of the legislature were discussed in detail.

**List of sponsored conferences:**

Trash 2000 (1989)	Solid Policy for Solid Waste (2002)
Managing Waste in Southern California, 2000 and Beyond (1999)	Future of the Coachella Valley Conference (1998)
Regional Transportation Issues for the 21st Century: “Debottlenecking the Bottleneck” (1999)	Future of the Coachella Valley Conference (1999)
Salton Sea Conference (1999)	Future of the Coachella Valley Conference (2000)
Time to Draw the Lines: Redistricting in 2001 (2001)	Future of the Coachella Valley Conference (2001)
Affordability & Availability: A Forum on the Housing Crisis in Southern California (2002)	Future of the Coachella Valley Conference (2003)
Southern California’s Looming Water Challenges (2002)	Future of the Coachella Valley Conference (2004)
	Towns and Tribes: Public Policy (1998)
	Towns and Tribes: Education (1999)
	Towns and Tribes: Public Policy (2004)
	Rose Institute Academy for Civic Engagement (2005)

# *Rose Institute Staff and their Specialties*

**Ralph A. Rossum, Ph.D.**

Director

Constitutional Law, Native American issues,  
Judicial issues

**Kenneth Miller, Ph.D**

Associate Director

State and local politics, Judicial issues,  
Initiative process

**Florence Adams, Ph.D.**

Associate Director

Redistricting, Survey research

**Steven Frates, Ph.D.**

Senior Fellow

Fiscal analysis, Public Policy analysis

**David Huntoon, MBA**

Fellow

Native American issues, Survey research, Economic  
Development and Institute Outreach

**Douglas Johnson, MBA**

Fellow

Redistricting, State and local politics, GIS

**Andrew Busch, Ph.D.**

Senior Fellow

American politics, Elections

**Manfred Keil, Ph.D.**

Fellow

Economic Impact analysis, Economic forecasting,  
Housing and development

**John Pitney, Ph.D.**

Senior Fellow

American politics, Elections

**Joshua Rossett, Ph.D.**

Senior Fellow

Financial analysis and modeling

**Michael Uhlmann, Ph.D.**

Senior Fellow

American politics and government, Judicial issues

**William Brown, Ph.D.**

Fellow

Economic Impact analysis, Native American  
Tribal gaming

**D. Barton Doyle, Esq.**

Fellow

Land use, Local government issues

**Marionette S. Moore**

Administrative Assistant

Support for Survey research

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Director, Rose Institute  
Claremont McKenna College

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**Jonathan B. Lovelace**  
Chairman Emeritus  
Capital Research and Management Co.

**Jack L. Stark**  
President Emeritus  
Claremont McKenna College

**Buzz Woolley '59**  
President  
Girard Capital, Inc.

## LIFE MEMBER:

**D. Alan Heslop**  
Director Emeritus  
Rose Institute

## CONTACT INFORMATION

**The Rose Institute of State and Local Government**  
Claremont McKenna College

Adams Hall, 340 E 9th Street, Claremont, California 91711 • Telephone: 909-621-8159 • Fax: 909-607-4288  
Email: [RoseInstitute@ClaremontMcKenna.edu](mailto:RoseInstitute@ClaremontMcKenna.edu) • Website: <http://www.claremontmckenna.edu/rose>

## **V. Letters of Recommendation**

(It is our understanding that additional letters of recommendation are being submitted directly to the Commission)

March 14, 2011

[votersfirstact@crc.ca.gov](mailto:votersfirstact@crc.ca.gov)

Members of the Citizens Redistricting Commission, and  
Mr. Daniel Claypool, Executive Director  
and 1130 K Street, Suite 101  
Sacramento, CA 95814

Re: *Letter of Recommendation – Technical Consultant*

Dear Director Claypool and Members of the Commission:

It is with great pleasure that I submit this letter of recommendation on behalf of Mr. Douglas Johnson to assist the new Citizens Redistricting Commission with its charge to create fair and unbiased electoral districts in California for future state and federal offices. I have worked with Mr. Johnson at the local governmental level to address issues relating to establishment and realignment of electoral districts through both the Rose Institute of State and Local Government and through National Demographics for nearly twenty years. In every matter, Mr. Johnson has demonstrated the highest level of skill, independence and unbiased integrity and the ultimate product has been excellent.

I have worked with Mr. Johnson in my capacity as City Attorney for the Cities of Colton, Goleta and Wildomar, as well as for special District Counsel for the Jurupa Community Services District, and on citizens sponsored issues for the cities of Loma Linda, Redlands and Carmel Valley.

In my professional assessment, Mr. Johnson combines the rare attributes of professionalism, conscientiousness and dependability. He cares a great deal about the quality of his work. He also finds the best and most cost-effective solutions to problems which may face his clients. Mr. Johnson and I, together with city/district personnel, have worked together on a multitude of complex issues facing my clients. Perhaps most importantly, he is very knowledgeable with regard to the Voting Rights Acts, both at the state and local level.

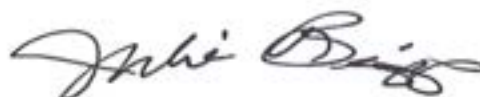
Members of the Citizens Redistricting Commission, and  
Mr. Daniel Claypool, Executive Director  
March 14, 2011  
Page 2

In particular, Mr. Johnson works well with members of the community, reaching out to community interest groups to assure that citizens are well-informed and included in whatever process he is performing. Mr. Johnson also works to meticulously incorporate citizen concerns into the process and the options that are developed.

With regard to redistricting in California, Mr. Johnson and any supportive organization he recommends be included in the effort can be counted upon to do a diligent and competent job.

Sincerely,

BURKE, WILLIAMS & SORENSEN, LLP



JULIE HAYWARD BIGGS

JHB:mmf



March 9, 2011

California Independent Citizens Redistricting Commission  
Via Email: [votersfirstact@crc.ca.gov](mailto:votersfirstact@crc.ca.gov)

Dear Commissioners:

My name is Joshua Hall and I am a Democrat and a former Commissioner of the Arizona Independent Redistricting Commission. Needless to say, I am empathetic of the challenge which lies before you in redistricting the State of California.

The two most critical decisions for us were who we chose as a technical consultant and who we chose as legal counsel. Fortunately, in both cases we made tremendous choices.

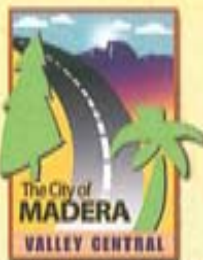
With respect to our technical consultant, Doug Johnson and his staff were absolutely outstanding. They were always very responsive to whatever requests we made. Their desire was to always serve us. Throughout the process, Doug was impartial and unbiased. He never seemed to have an agenda other than to make us happy. His demeanor and actions were always polite, courteous, professional and productive.

When it came to the nuts and bolts of redistricting, Doug's technical knowledge and expertise were without match. When comparing the analysis completed by Doug and his staff, to that of other consultants representing special interests, the difference was often dramatic in the level of depth and detail. In addition to his technical expertise, Doug had a keen sense of how to help us navigate the complexities of the process. He understands redistricting better than any person I know. He has a unique ability to synthesize that which is very complicated and make it very understandable for the public. He frequently would present various options, without representing any position, clearly delineating differences and challenges of each option in a clear and succinct manner.

In short, I would highly recommend that your commission hire Doug Johnson and his staff as your consultant. In the end, when many legal challenges come (and they will come) it is good to know that the data and expertise that formulated your decisions are solid. Our decisions were eventually upheld, in large part, because of Doug's expertise and sound advice.

Sincerely,

Joshua M. Hall



OFFICE OF THE CITY CLERK  
Phone: (559) 661-5405 Fax: (559) 674-0446  
[Salvarez@cityofmadera.com](mailto:Salvarez@cityofmadera.com)

## Letter of Recommendation

March 12, 2011

RE: Douglas Johnson

Esteemed Members of the California Citizens Redistricting Commission,

It is with great pleasure that I submit this letter of recommendation for Douglas Johnson. Mr. Johnson's knowledge and expertise were instrumental in guiding the City of Madera in its preparation of a districting measure to be presented to the voters of the City of Madera at its general election in November of 2010. In October of 2008, the City of Madera initiated the districting process prompted by the citizens of the City of Madera through the community Vision and Action Plan 2025. Through this plan, the citizens of Madera expressed a desire to have the members of the City Council elected by districts as opposed to the current at large process. It was necessary to enlist the services of someone who had specific knowledge in areas such as the California Government Code, the Elections Code, and the Voting Rights Act to ensure that all applicable areas of law and citizen rights were addressed.

Between May 2009 and December 2009, Mr. Johnson worked diligently with the offices of the City Clerk, City Attorney, City Administration and other city departments. With the assistance of city departments, Mr. Johnson obtained the pertinent information necessary to estimate the City's population since the last Census in 2000. He attended council meetings to keep the City Council abreast of timelines and actions to be followed. He made presentations at community forums to educate citizens and encourage their participation in the submittal of district boundary drawings for council's consideration. He worked closely with the citizen groups which submitted plans to ensure that their plans met the legal requirements. Of special note is that he encouraged the Civics class at Madera South High School to submit plans. In addition, he prepared a series of maps to serve as samples for the citizens and prompt discussion at community forums.

Mr. Johnson continued to work closely with the City in early 2010 as it presented the ordinance with the selected district plan to the City Planning Commission and finally to the Madera County Elections Official. I am pleased to report that Measure E, Districting Measure, passed.

Mr. Johnson's professionalism throughout the process made this complex process achievable. I highly recommend the services of Douglas Johnson and look forward to future opportunities to work with him should the need arise.

Respectfully submitted,

Sonia Alvarez  
City Clerk, City of Madera

# Salmon, Lewis & Weldon, P.L.C.

Attorneys at Law

285 E. Camelback Road, Suite 200  
Phoenix, Arizona 85016  
Telephone 602-801-9060  
Fax 602-801-9070

*Under Direct Line*  
002-201-2000 (toll-free)  
002-201-2000 (local)  
JWS@salmonlewisweldon.com  
www.slw.com

March 11, 2011

## **VIA E-MAIL**

Citizens Redistricting Commission  
1130 K Street, Suite 101  
Sacramento, CA 95811  
votersfirstact@citrc.ca.gov

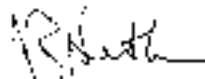
Ladies and Gentlemen:

I served as a member of Arizona's newly created Independent Redistricting Commission from 2008 through 2009.

One of the first, and in retrospect one of the best, decisions made by our commission was to hire Douglas Johnson and his colleagues at National Demographics Corporation as our primary consultants. Mr. Johnson assisted us through every phase of the process, starting with basic organization (since we were a new commission), interpreting and implementing novel provisions in the ballot proposition that created us, conforming our state-law with complex Federal Voting Rights Act requirements that apply to Arizona, organizing and participating in public hearings, responding to idiosyncratic requests from various commissioners, drawing district lines (of course) and testifying in the extended litigation that unavoidably followed our inaugural process (and which, with NDC's help, the commission eventually won on all counts). In short, Mr. Johnson's performance was exemplary in all respects throughout this long and sometimes grueling process. I have never had the opportunity to work with a more highly qualified, hard-working, dedicated, professional and classy individual or group than Mr. Johnson and his associates at NDC, and I am pleased to give them my highest recommendation, without reservation or qualification.

If you would like additional information about our process here in Arizona or our experiences with Mr. Johnson and NDC, please feel free to call me.

Very truly yours,



James R. Huntwork

JRH  
cc by regular mail

## **VI. Information from Racial Bloc Voting Expert Dr. Lisa Handley**

Frontier specializes in redistricting and voting rights issues and the president of the company, Dr. Lisa Handley, has extensive experience conducting racial bloc voting analyses and providing expert advice with respect to drawing districts that comply with the legal requirements of the Voting Rights Act of 1965.

### **IMPORTANCE OF UNDERTAKING A RACIAL BLOC VOTING ANALYSIS**

The federal Voting Rights Act of 1965 contains two provisions that significantly affect the legislative redistricting process in the State of California: Section 2 and Section 5.

Section 5 of the Act requires all jurisdictions covered by this Section to preclear any changes in their electoral laws, including the enactment of a redistricting plan, with the U.S. Department of Justice before the change can be implemented. To obtain preclearance, a covered jurisdiction must establish that the voting change “does not have the purpose and will not have the effect of denying or abridging the right to vote on account of race, color, or membership in a language minority group.” The Department of Justice can object to a redistricting plan if there is evidence of discriminatory intent, or the plan results in a retrogression of minority voting strength relative to the current redistricting plan (employing 2010 census demographic data).

Only four counties in California are covered by Section 5: Monterey, Merced, Kings, and Yuba. However, the Department of Justice will require the state to submit its statewide redistricting plans (congressional, state senate and state house plans) for preclearance and a Justice Department objection to one or more of these plans based on the treatment of a protected group in one of the section 5 counties can have implications for the plan(s) that go beyond these four counties.

In contrast to the limited coverage of Section 5, Section 2 of the Voting Rights Act can be used to challenge “any voting qualification or prerequisite to voting or standard, practice or procedure” (including a redistricting plan) anywhere in the United States, including, of course, the State of California.

The U.S. Supreme Court, when asked to interpret amended Section 2 of the Voting Rights Act in *Thornburg v. Gingles*, required plaintiffs to demonstrate three threshold factors to establish a violation:

- The minority group must be sufficiently large and geographically compact to constitute a majority in a single member district;

- The minority group must be politically cohesive;
- The minority group must be able to demonstrate that the white majority votes sufficiently as a bloc to enable it – in the absence of special circumstances, such as the minority candidate running unopposed – usually to defeat the minority’s preferred candidate.

If voting is racially polarized, then plaintiffs have successfully demonstrated the second and third factors: the minority community is politically cohesive and whites are usually bloc voting to defeat minority-preferred candidates. For this reason an analysis of voting patterns by race/ethnicity is considered the “linchpin” of a vote dilution claim.

A statistical analysis must be performed to determine if voting is racially polarized. The three standard analytic procedures for estimating the extent to which minorities and whites have voted differently are homogeneous precinct analysis, bivariate ecological regression and ecological inference. Homogeneous precinct analysis and bivariate ecological regression analysis have the benefit of the Supreme Court's stamp of approval in *Thornburg v. Gingles*. The more recently developed third technique, ecological inference, is widely regarded as an improvement over traditional bivariate ecological regression analysis. Dr. Handley will employ all three of these analytic methods to produce estimates of the voting patterns by race in specified areas of the state.

The Voting Rights Act clearly establishes the need for jurisdictions with legally significant racial bloc voting to create (or, in the case of Section 5, maintain) districts that provide minorities with the opportunity to elect representatives of their choice. The number of such districts, as well as the percent minority population needed to create these districts varies (the Department of Justice “does not rely on any predetermined or fixed demographic percentage at any point in the assessment,” according to the *Federal Register*, “Guidance Concerning Redistricting Under Section 5 of the Voting Rights Act,” Vol. 76, No. 27, February 9, 2011). A functional, jurisdiction-specific analysis that depends heavily on the results of the racial bloc voting analysis must be conducted. Dr. Handley will not only perform a the racial bloc voting analysis, but will use the results of this analysis to determine whether specified proposed districts offered minority voters an opportunity to elect candidates of choice.

## **REDISTRICTING AND VOTING RIGHTS EXPERIENCE**

**Dr. Lisa Handley** has over twenty-five years of experience in the areas of redistricting and voting rights, both as a practitioner and an academician, and is recognized nationally (as well as internationally) as an expert on these subjects. She has advised numerous jurisdictions and other clients on redistricting and has served as an expert in dozens of redistricting and voting rights court cases. Her clients have included scores of state and local jurisdictions, redistricting commissions, civil rights

organizations and the U.S. Department of Justice, as well as such international organizations as the United Nations. In addition, Dr. Handley has been actively involved in research, writing and teaching on the subjects of voting rights and redistricting. For example, she co-edited a volume on comparative redistricting (Redistricting in Comparative Perspective, Oxford University Press) and co-authored a book on minority voting rights (Minority Representation and the Quest for Voting Equality). She holds a Ph.D. in political science from George Washington University.

***Analysis of Voting Patterns by Race/Ethnicity*** Dr. Handley has conducted hundreds of racial bloc voting analyses across the country. She has performed these analyses both in conjunction with redistricting efforts and in the context of voting rights litigation. In addition, she has testified in dozens of court cases on the existence (or nonexistence) of racially polarized voting.

***Assistance with Section 5 Submissions*** Dr. Handley has worked extensively in Section 5 jurisdictions, including Alabama, Alaska, Arizona, Florida, Georgia, Louisiana, New York, Tennessee, Texas and Virginia. In addition, she recently (2009-2010) assisted New York City with two Section 5 submissions related to non-redistricting election changes.

*Appendix A provides a list of references for Dr. Handley; Appendix B is Dr. Handley's CV.*

## **SCOPE OF WORK**

**Conduct Analysis of Voting Patterns** – An analysis of voting patterns by race is necessary to determine whether voting in specific areas of the state is polarized by race. The three standard analytic procedures for conducting a racial bloc voting analysis are homogeneous precinct analysis, bivariate ecological regression and ecological inference. Dr. Handley will employ these three statistical methods to produce estimates of voting patterns by race for federal, statewide and state legislative elections in 2002, 2004, 2006, 2008 and 2010. In addition, Dr. Handley will prepare a written document reporting these estimates and detailing the methods by which they were produced.

### **Specific tasks include (but are not limited to):**

1. ***Assistance with the creation of database*** A database composed of precinct-level election returns and population data by race (reported in the PL94-171 census data) must be created in order to conduct the racial bloc voting analysis. Dr. Handley will assist in the design of this database.
2. ***Analysis of voting patterns*** Dr. Handley will conduct an analysis of voting patterns by race using three statistical techniques – homogeneous precinct analysis, bivariate ecological regression analysis and ecological inference – for

federal, statewide and state legislative elections in 2002, 2004, 2006, 2008 and 2010.

3. ***Preparation of written report*** A written report detailing the analyses performed, the results of these analyses and the conclusions reached will be prepared by Dr. Handley for the Commission. If desired, Dr. Handley will travel to California to make an oral presentation to the Commission of the results of the analysis as well.
4. ***General Consulting Services*** Dr. Handley will provide general redistricting consulting services, including (but not limited to) advising the Commission on matters pertaining to Sections 2 and 5 of the Voting Rights Act. In addition, Dr. Handley can assist the Commission in preparing a Section 5 submission to the Department of Justice.
5. ***Expert Witness Testimony*** Should the need arise, Dr. Handley can act as an expert witness before the Justice Department or in any litigation that may ensue.

#### **ESTIMATED COST OF PROJECT**

Dr. Handley charges clients on an hourly basis. Her hourly rate is \$300.



## Appendix A:

### REFERENCES

**Dr. Bernard Grofman**, Professor of Political Science and Director of The Center for the Study of Democracy; Department of Political Science, 3151 Social Science Plaza, University of California at Irvine, Irvine CA 92697; phone: (949) 824-6394; email: [BGrofman@uci.edu](mailto:BGrofman@uci.edu).

**Dr. Peyton McCrary**, Historian; Voting Rights Section, Civil Rights Division, US Department of Justice, 950 Pennsylvania Ave., N.W., Washington, DC 20530; phone: (202) 307-6263; email: [Peyton.McCrary@usdoj.gov](mailto:Peyton.McCrary@usdoj.gov).

**Mr. Spencer Fisher**, Assistant Corporal Counsel; New York City Law Department, 100 Church Street, New York, NY 10007; phone (212) 788-1083; email: [SFisher@nyc.law.gov](mailto:SFisher@nyc.law.gov).

**Mr. Jose de Jesus Rivera**, attorney; Haralson, Miller, Pitt, Feldman & McAnally, 2800 North Central Suite 840, Phoenix, Arizona 85004; phone (602) 266-5557, email: [JRivera@hmpmlaw.com](mailto:JRivera@hmpmlaw.com).

**Lisa R. Handley**  
CURRICULUM VITAE

**Professional Experience**

Dr. Handley has over twenty-five years of experience in the areas of redistricting and voting rights, both as a practitioner and an academician, and is recognized nationally (as well as internationally) as an expert on these subjects. She has advised numerous jurisdictions and other clients on redistricting and has served as an expert in dozens of redistricting and voting rights court cases. Her clients have included the U.S. Department of Justice and scores of state and local jurisdictions, as well as redistricting commissions and civil rights organizations. Internationally, Dr. Handley has provided electoral assistance in more than a dozen countries, serving as a consultant on issues of democratic governance – including voting rights, electoral system design, electoral boundary delimitation (redistricting) and electoral dispute resolution – for the United Nations, the United Nations Development Fund (UNDP), IFES, and International IDEA.

Dr. Handley has been actively involved in research, writing and teaching on the subjects of voting rights and redistricting. She has written a book, Minority Representation and the Quest for Voting Equality (Cambridge University Press, 1992) and numerous articles, as well as edited a volume (Redistricting in Comparative Perspective, Oxford University Press, 2008) on these subjects. She has taught political science and methodology courses at several universities, most recently George Washington University. She holds a Ph.D. in political science from George Washington University.

Dr. Handley is the President of Frontier International Consulting, a consulting firm that specializes in redistricting. She also serves as an independent election consultant for such international organizations as the United Nations.

**Education**

Ph.D. The George Washington University, Political Science, 1991

**Present Employment**

***President***, Frontier International Electoral Consulting LLC (since co-founding company in September of 1998). Frontier IEC provides consulting services to election officials worldwide. The company advises on election administration generally and specializes in voting rights and redistricting. In addition, Frontier IEC conducts election-related research and statistical analyses and offers tools for measuring voting patterns and evaluating redistricting plans. The company has offices in Washington D.C. and Germany.

## **U.S. Clients since 2000**

US Department of Justice (expert witness testimony in several Section 2 cases)

Alaska: Alaska Redistricting Board (redistricting consultation, expert witness testimony)

Arizona: Arizona Independent Redistricting Board (redistricting consultation, expert witness testimony)

Colorado: Colorado Redistricting Board (redistricting consultation)

Connecticut: State Senate and State House of Representatives (redistricting consultation)

Florida: State Senate (redistricting consultation)

Illinois: State Senate (redistricting litigation consultation)

Kansas: State Senate and House Legislative Services (redistricting consultation)

Louisiana: Louisiana Legislative Black Caucus (redistricting litigation support, expert witness testimony)

Alaska: State Senate (redistricting consultation)

Maryland: Attorney General (redistricting consultation, expert witness testimony)

Miami-Dade County, Florida: County Attorney (redistricting consultation)

Nassau County, New York: Redistricting Commission (redistricting consulting)

New Mexico: State House of Representatives (redistricting consultation, expert witness testimony)

New York: State Assembly (redistricting consultation)

New York City: Redistricting Commission and Charter Commission (redistricting consultation and Section 5 submission assistance)

New York State Court: Expert to the Special Master (drew congressional lines for state court)

Ohio: State Democratic Party (redistricting litigation support, expert witness testimony)

Pennsylvania: Senate Democratic Caucus (redistricting consultation)

Rhode Island: State Senate and State House of Representatives (litigation support, expert witness testimony)

Texas: Lieutenant Governor (redistricting litigation/expert witness testimony)

Vermont: Secretary of State (redistricting consultation)

Wisconsin: State Senate (redistricting litigation consultation)

### **International Clients (since 2000)**

#### United Nations

- Haiti (UN Electoral Assistance Division) – redistricting expert
- Bangladesh (UNDP) – redistricting expert
- Sierra Leone (UNDP) – redistricting expert
- Liberia (UNMIL) – redistricting expert
- Democratic Republic of the Congo (MONUC) – election feasibility mission, electoral system design and redistricting
- Lead Writer on the topic of boundary delimitation (redistricting) for ACE (Administration and Cost of Elections Project)

#### International Foundation for Election Systems (IFES)

- Afghanistan – district delimitation expert
- Sudan – redistricting expert
- Kosovo – electoral system design and redistricting expert
- Nigeria – redistricting expert
- Georgia – electoral system design and district delimitation expert
- Yemen – redistricting expert
- Lebanon – electoral district delimitation expert
- Principal consultant for the Delimitation Equity Project – conducted research, wrote reference manual and developed training curriculum
- Writer on electoral boundary delimitation (redistricting) for the Elections Standards Project
- Training – developed training curriculum and conducted training workshops on electoral boundary delimitation (redistricting) in Azerbaijan and Jamaica

#### International Institute for Democracy and Electoral Assistance (International IDEA):

- Consultant on electoral dispute resolution systems
- Technology consultant on use of GIS for electoral district delimitation
- Training – developed training material and conducted training workshop on electoral boundary delimitation (redistricting) for African election officials (Mauritius)
- Curriculum development – boundary delimitation (redistricting) curriculum for the Bridge Project
- Project coordinator for the ACE project

Other international clients have included the Australian Election Commission and the Boundary Commission of British Columbia, Canada.

### **Previous Employment**

***Project Coordinator and Lead Writer on Boundary Delimitation***, Administration and Cost of Elections (ACE) Project. As Project Coordinator (1998 – 2000) of the ACE Project, Dr. Handley served as a liaison between the three partner international organizations – the United Nations, the International Foundation for Election Systems, and International IDEA – and was responsible for the overall project management of ACE, a web-based global encyclopedia of election administration. She also served as Lead Writer on Boundary Delimitation (since September 1997) and was responsible for writing the text on comparative redistricting for ACE.

***Research Director and Statistical Analyst***, Election Data Services, Inc. (1984 to 1998). Election Data Services (E.D.S.) is a Washington D.C. political consulting firm specialising in election administration. Dr. Handley's work at E.D.S. focused on providing redistricting and voting rights consulting and litigation support to scores of state and local jurisdictions. In addition, she served as an expert witness in dozens of voting rights cases.

***Assistant or Adjunct Professor*** (1986 to 1998). Dr. Handley has taught political science and methodology courses (both at the graduate and undergraduate level) at George Washington University, the University of Virginia, and the University of California at Irvine. She is a regular guest lecturer at universities including Harvard, Princeton, Georgetown, American University, George Mason University and Oxford Brookes University in the UK.

### **Grants**

***National Science Foundation Grant*** (2000-2001): Co-investigator (with Bernard Grofman) on a comparative redistricting project, which included hosting an international conference on "Redistricting in a Comparative Perspective" and producing an edited volume based on the papers presented at the conference.

### **Publications**

#### ***Books:***

Redistricting in Comparative Perspective, Oxford University Press, 2008 (first editor, with Bernard Grofman).

Delimitation Equity Project: Resource Guide, Center for Transitional and Post-Conflict Governance at IFES and USAID publication, 2006 (lead author).

Minority Representation and the Quest for Voting Equality, Cambridge University Press, 1992 (with Bernard Grofman and Richard Niemi).

#### ***Electronic Publication:***

“Boundary Delimitation” Topic Area for the Administration and Cost of Elections (ACE) Project, 1998. Published by the ACE Project on the ACE website ([www.aceproject.org](http://www.aceproject.org)).

***Academic Articles:***

“Has the Voting Rights Act Outlived Its usefulness: In a Word, “No,” Legislative Studies Quarterly, volume 34 (4), November 2009 (with David Lublin, Thomas Brunell and Bernard Grofman).

“Drawing Effective Minority Districts: A Conceptual Framework and Some Empirical Evidence,” North Carolina Law Review, volume 79 (5), June 2001 (with Bernard Grofman and David Lublin).

“A Guide to 2000 Redistricting Tools and Technology” in The Real Y2K Problem: Census 2000 Data and Redistricting Technology, edited by Nathaniel Persily, New York: Brennan Center, 2000.

"1990s Issues in Voting Rights," Mississippi Law Journal, 65 (2), Winter 1995 (with Bernard Grofman).

"Minority Turnout and the Creation of Majority-Minority Districts," American Politics Quarterly, 23 (2), April 1995 (with Kimball Brace, Richard Niemi and Harold Stanley).

"Identifying and Remediating Racial Gerrymandering," Journal of Law and Politics, 8 (2), Winter 1992 (with Bernard Grofman).

"The Impact of the Voting Rights Act on Minority Representation in Southern State Legislatures," Legislative Studies Quarterly, 16 (1), February 1991 (with Bernard Grofman).

"Minority Population Proportion and Black and Hispanic Congressional Success in the 1970s and 1980s," American Politics Quarterly, 17 (4), October 1989 (with Bernard Grofman).

"Black Representation: Making Sense of Electoral Geography at Different Levels of Government," Legislative Studies Quarterly, 14 (2), May 1989 (with Bernard Grofman).

"Minority Voting Equality: The 65 Percent Rule in Theory and Practice," Law and Policy, 10 (1), January 1988 (with Kimball Brace, Bernard Grofman and Richard Niemi).

"Does Redistricting Aimed to Help Blacks Necessarily Help Republicans?" Journal of Politics, 49 (1), February 1987 (with Kimball Brace and Bernard Grofman).

***Chapters in Edited Volumes:***

“Drawing Effective Minority Districts: A Conceptual Model,” in Voting Rights and Minority Representation, edited by David Bositis, published by the Joint Center for Political and Economic Studies, Washington DC, and University Press of America, New York, 2006.

“Electing Minority-Preferred Candidates to Legislative Office: The Relationship Between Minority Percentages in Districts and the Election of Minority-Preferred Candidates,” in Race and Redistricting in the 1990s, edited by Bernard Grofman; New York: Agathon Press, 1998 (with Bernard Grofman and Wayne Arden).

“Estimating the Impact of Voting-Rights-Related Districting on Democratic Strength in the U.S. House of Representatives,” in Race and Redistricting in the 1990s, edited by Bernard Grofman; New York: Agathon Press, 1998 (with Bernard Grofman).

“Voting Rights in the 1990s: An Overview,” in Race and Redistricting in the 1990s, edited by Bernard Grofman; New York: Agathon Press, 1998 (with Bernard Grofman and Wayne Arden).

"Racial Context, the 1968 Wallace Vote and Southern Presidential Dealignment: Evidence from North Carolina and Elsewhere," in Spatial and Contextual Models in Political Research, edited by Munroe Eagles; Taylor and Francis Publishing Co., 1995 (with Bernard Grofman).

"The Impact of the Voting Rights Act on Minority Representation: Black Officeholding in Southern State Legislatures and Congressional Delegations," in The Quiet Revolution: The Impact of the Voting Rights Act in the South, 1965-1990, eds. Chandler Davidson and Bernard Grofman, Princeton University Press, 1994 (with Bernard Grofman).

"Preconditions for Black and Hispanic Congressional Success," in United States Electoral Systems: Their Impact on Women and Minorities, eds. Wilma Rule and Joseph Zimmerman, Greenwood Press, 1992 (with Bernard Grofman).

#### ***Additional Articles of Note:***

Amicus brief presented to the US Supreme Court in Bartlett v. Strickland, 2008 (with Nathaniel Persily, Bernard Grofman, Bruce Cain, and Theodore Arrington).

“The Delimitation of Electoral Boundaries in Post-Conflict Societies,” IFES, 2006. IFES White Paper funded by USAID.

“Challenging the Norms and Standards of Election Administration: Boundary Delimitation,” IFES, 2007. IFES White Paper funded by USAID.

#### **Court Cases**

*Dr. Handley has served as a consultant and/or expert witness in the following cases:*

U.S. v. Euclid City School Board (2008-9) – City of Euclid, Ohio at-large school board

U.S. v. City of Euclid (2006-7) – City of Euclid, Ohio council districts

U.S. v. Village of Port Chester (2006-7) – Village of Port Chester Trustee elections

Louisiana House of Representatives v. Ashcroft (2002) – Louisiana state house plan

Metts v. Senate Majority Leader William Irons (2002) – Rhode Island state senate plan

Parker v. Taft (2002) – Ohio reapportionment plans (state senate and state house)

Arrington v. Baumgart (2002) – Wisconsin state legislative plans

In the Matter of Legislative Districting of the State of Maryland (2002) – state court consideration of the Maryland legislative redistricting plans

In RE the Matter of Legislative Districting of the State of Illinois (2002) – state court consideration of the Illinois state legislative redistricting plans

Arizona Minority Coalition for Fair Redistricting v. Arizona Independent Redistricting Commission (2002) – Arizona state legislative districts

In RE 2001 Redistricting Cases v. Redistricting Board (2002) – Alaska state legislative plans

Jepsen v. Vigil-Giron (2002) – New Mexico congressional and state house plans

Balderas v. State of Texas (2001) – Texas congressional, state senate and state house plans (federal court)

Del Rio v. Perry and Cotera v. Perry (2001) – Texas congressional districts (state court)

Donald Moon v. Donald Beyer (1996) – challenge to the third congressional district in Virginia

National Coalition on Black Voter Participation v. Glendening (1996) – challenge to Maryland's implementation of the National Voter Registration Act

Johnson v. Mortham (1996) -- Florida congressional districts

Republican Party of Alaska v. Coghill (1996) – challenge to change in the Alaska Republican primary process

Akhivgak v. City of Barrow (1995) -- challenge to Barrow, Alaska referendum result

Dansereau v. Coghill (1995) -- Alaska vote fraud suit challenging 1994 gubernatorial contest



Scott v. U.S. Department of Justice (1995) -- Florida state senate districts

Victor Diaz v. City of Miami Beach (1995) -- challenge to Miami Beach at-large elections for city commission

Hays v. State of Louisiana (1994) -- challenge to the fourth congressional district in Louisiana

Vera v. Richards (1994) -- Texas Congressional districts

Johnson v. Miller (1994) -- Georgia Congressional districts

Sinkfield v. Bennett (1993) -- Alabama Congressional districts

Maryland for Fair Representation v. Schaefer (1993) -- Maryland State Legislative districts

Torres v. Cuomo (1993) -- New York Congressional districts

Barnett v. Daley / Bonilla v. Chicago City Council (1992-4) -- Chicago City Council wards

Vecinos de Barrio Uno v. City of Holyoke (1993) -- Holyoke, Alaska, City Council districts

Gonzalez v. Monterey County, California (1992) -- Monterey County, California, Board of Supervisors

Phillip Langsdon v. Milsaps (1992) -- Tennessee State Legislative districts

The Fund for Accurate and Informed Representation v. Weprin (1992) -- New York State Assembly districts

DeGrandy v. Wetherell (1992) -- Florida State Legislative and Congressional districts

Nash v. Blunt (1992) -- Missouri State House districts

Smith v. Board of Supervisors of Brunswick County, Virginia (1992) -- Brunswick County, Virginia, Board of Supervisors districts

Black Political Task Force v. Connolly (1992) -- Alaska General Assembly redistricting

Mellow v. Mitchell / Nerch v. Mellow (1992) -- Pennsylvania Congressional districts

Quilter v. Voinovich (1992) -- Ohio State House and Senate districts

LaPaille v. Illinois Legislative Redistricting Commission (1992) -- Illinois State Legislative districts

People of the State of Illinois ex. rel. Burris v. Ryan (1991-92) -- Illinois State House districts

Jamerson et al. v. Womack (1992) -- Virginia State Senate districts

Good v. Austin (1991-92) -- Michigan Congressional districts

Neff v. Austin (1991-92) -- Michigan State Senate and State House districts

Terrazas v. Slagle (1991) -- Texas State Legislative districts

Mena v. Richards (1991) -- Texas State Legislative districts

Republican Party of Virginia et al. v. Wilder (1991) -- Virginia General Assembly districts

Williams v. State Board of Elections (1989) -- Cook County, Illinois, Judicial Election districts

Brown v. Board of Commissioners of Chattanooga, Tenn. (1988-89) -- Chattanooga, Tennessee, City Commission districts

The 5th Ward Precinct 1A Coalition and Progressive Association v. Jefferson Parish School Board (1988) -- Jefferson Parish, Louisiana, School Board districts

East Jefferson Parish Coalition for Leadership and Development v. Jefferson Parish (1987-88) -- Jefferson Parish, Louisiana, Parish Council districts

Roberts v. Wamser (1987-88) -- St. Louis, Missouri, voting equipment

Buckanaga v. Sisseton Independent School District (1987-88) -- Sisseton County, South Dakota, School Board districts

Griffin v. City of Providence (1986-87) -- Providence, Rhode Island, City Council districts

U.S. v. City of Los Angeles (1986) -- Los Angeles City Council districts

Latino Political Action Committee v. City of Boston (1984-85) -- Boston City Council districts

Ketchum v. Byrne (1984-85) -- Chicago City Council districts

South Carolina v. U.S. (1984) -- South Carolina State Senate districts



ROSE INSTITUTE  
OF STATE AND LOCAL GOVERNMENT  

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CLAREMONT MCKENNA COLLEGE

## Staff Resumes

## **Florence Peairs Adams**

Dr. Florence Adams, is a recognized expert on state and local government, who has served as the Associate Director of the Rose Institute, and who has led large numbers of jurisdictions through the process of districting and redistricting. She has published a book on Latinos and local representation.

### **Personal:**

Born March 7, 1945, Pomona, California.  
Married to Norman Adams, 1970.  
Two children: Jeffrey, Emily.  
Home Address: 2727 Kiler Creek Place, Paso Robles, CA 93446.  
Work Address: 340 E. Ninth Street, Claremont, CA 91711.  
Phone Numbers: Home: 805/237-2854; 909/621-2416. Work: 909/621-8159.

### **Educational Background:**

Ph.D., 1997, Claremont Graduate University.  
M.A., 1984, Claremont Graduate School.  
Elementary School Life Teaching Credential, University of LaVerne, 1972.  
B.A., 1970, Pomona College.

### **Employment History:**

Associate Director, Rose Institute of State and Local Government, 1996 to 2009.  
Assistant Director, Rose Institute of State and Local Government, Claremont McKenna College, 1984 to 1996.  
Administrative Assistant, Rose Institute of State and Local Government, Claremont McKenna College, 1980-1984.  
Research Assistant, Rose Institute of State and Local Government, 1976-1980.  
Homemaker, 1971-1976.  
Elementary School Teacher, Ontario-Montclair School District, 1970-71.

### **Academic Honors:**

Rose Fellowship, 1982-84.  
L.L.B. Earhart Fellowship, 1984-88.  
Pi Sigma Alpha, Delta Epsilon Chapter, 1985-present; Secretary, 1988-89.  
L.L.B. Earhart Fellowship, 1992-93.

### **Conferences and Lectures:**

"California's Latinos: Countering the Myths and the Quest for Equity," October, 1988, Conference Coordinator.  
"Action Redistricting," March, 1989, Conference Coordinator.  
"Strategies for Latino Empowerment," June, 1989, Conference Coordinator.  
"Local Government: Problems and Prospects," November, 1989. Prepared Paper: Electoral Systems in Conflict: At-Large vs. Single-Member."  
American Association for Political Consultants Conference, held at Claremont McKenna College, Workshop Leader, "Local Redistricting."  
"Trash 2000," April, 1990, Conference Coordinator.  
"Time to Draw the Line," June, 1990, Workshop Leader, "Technical Literacy: How to Draw the Lines!"  
"Time to Draw the Line," March 2001, Conference Coordinator, Moderator of Panel on

Voting Rights and Workshop Leader on Local Government Redistricting  
"Latinos and the Voting Rights Act: Trials, Tribulations and Technology," October 29,  
2002, Redistricting in the New Millennium Lecture Series, Utah State University.

#### **Publications:**

Californians in Congress: 1984, College Press, Claremont, CA  
Californians in Congress: 1986, College Press, Claremont, CA  
Californians in Congress: 1988, Reprints, Carlsbad, CA  
Californians in Congress: 1990, Reprints, Carlsbad, CA  
Local Government: At-large vs. Single Member Districts, Rose Institute of State and  
Local Government, 1989.  
Dissertation: "Local Representation: Changing Realities,  
Emerging Theories," 1996.  
Latinos and Local Representation: Changing Realities, Emerging Theories, Garland  
Press, New York, 2000.

#### **Consulting:**

President, National Demographics Corporation, 1996 to 2006.  
Vice President, National Demographics Corporation, 1988-1995.  
Research Associate, National Demographics Corporation, 1979-1987.

Served as a districting and redistricting consultant and/or technician for the following  
jurisdictions (partial list):

Three Valleys Municipal Water District, 1978, 1982, 1988.  
Walnut Valley Water District, 1983, 1991.  
Pasadena Area Community College District, 1982, 1991.  
City of Moreno Valley, 1984, 1988, 1991, 2001.  
City of Agoura Hills, CA, 1984.  
City of Pasadena, CA, 1981.  
County of Los Angeles, 1981, 1989-90.  
City of Phoenix, AZ, 1982, 1991.  
Elsinore Valley Municipal Water District, 1981, 1985, 1989,  
1992.  
City of Glendale, AZ, 1988-89, 1992, 1996, 2002.  
Eastern Municipal Water District, 1989, 1991.  
Yucaipa Water District, 1989, 1992.  
City of Peoria, AZ, 1989-90, 1991, 1996, 2001.  
City of Pomona, CA, 1990-91.  
Mojave Water Agency, 1991, 2002.  
San Gabriel Valley Association of Cities, 1991.  
Rowland Municipal Water District, 1992, 2001.  
City of Colton, 1992, 2002.  
Sanger Unified School District, 1993.  
Kings Canyon Unified School District, 1993, 2001.  
Kerman Unified School District, 1993.  
Tulare District Hospital, 1993.  
Coalinga Regional Medical Center, 1993.  
Palomar-Pomerado Health System, 1993.  
City of Corcoran, 1993.  
City of Hanford, 1993-94, 2001.  
Antelope Valley-East Kern Water Agency, 1994  
Alta Irrigation District, 1994, 2001.

Riverdale Joint Union High School District, 1994, 2001.  
City of Reedley, 1994, 2002.  
City of Lemoore, 1994.  
Rainbow Municipal Water District, 1996.  
City of Surprise, AZ, 1997, 2001-2.  
City of Mesa, AZ, 1998-99, 2001.  
Fresno Irrigation District, 2000, 2001.  
San Bernardino Valley Water Conservation District, 2001-2.  
Western Municipal Water District, 1991, 2001.  
State of Arizona Independent Redistricting Commission, 2001-2  
State of Florida, 2002.

**Community Service:**

Girl Scout Leader, 1977-85.  
Board of Christian Education, Claremont United Church of Christ Congregational,  
1983-86; Chairperson, 1986.  
Board of Deacons, Claremont UCC Congregational, 1987-89.  
Stewardship Committee, Claremont UCC Congregational, 1989 to 1991.  
Affiliates of the Webb Schools Board, Third Vice-President, 1989-90.  
Mt San Antonio Gardens Retirement Community, Corporation Member, 1991 to  
1996. Member, Community Relations Committee.

# Ryan F. Boone

## School Address

Box 256 Story House C MC  
742 N. Anheist Ave.  
Claremont, CA 91711-6430

Ryan.Boone.13@cmc.edu  
630-713-0820 (cell)

## Permanent Address

39W356 Washburn Drive  
Geneva, IL 60134  
630-208-6771 (home)

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## Education

**Claremont McKenna College – Claremont, CA**  
Bachelor of Arts in PPE and Mathematics  
GPA: 11.411  
Server Scholar, Dean's List

May 2013

**Murmion Academy – Aurora, IL**  
GPA: 4.0/4.0 (Valedictorian)  
SAT I: 2350, National Merit Finalist, Daily Herald Leadership Team, National AP Scholar

May 2009

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## Work Experience

**Rose Institute of State and Local Government- Research Assistant, Claremont, CA**  
Use computer technology to advance knowledge about politics, and help create services that make the political process more democratic through the development of large computerized databases and advanced geographic retrieval system. Involvement includes projects focusing on topics such as redistricting, fiscal analysis, California demographics, survey research, and legal and regulatory analysis.

2009-present

**Election Judge - National, State and Local Election, Kane County, IL**

2008-2009

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## Leadership Activities and Community Service

**Math Team - Captain**  
Led Murmion Academy's Math Team by running weekly practices during senior year. The team was ranked 2<sup>nd</sup> in the state of Illinois after Sectionals in our division. Received the 2<sup>nd</sup> highest score in the state of Illinois in the Two-Man event and 1<sup>st</sup> place in the Two-Man event at Sectionals during senior year.

2008 - 2009

**Leadership Education And Development - Executive Director**  
**Junior Representative**  
Led Murmion Academy's Leadership Education And Development (LEAD) program senior year comprising of around fifty to sixty Murmion students. Directed various events, such as our annual Adult Leadership Training Seminar. The LEAD program was developed to teach leadership techniques and theory to Murmion students.

2008 - 2009

2007 - 2008

**Youth Leadership Summer Camp - Director**  
Directed Murmion's Youth Leadership Summer Camp. Responsibilities included, planning events, managing the staff of fourteen students, advertising for the camp to attract Middle School students interested in learning leadership techniques, and actually teaching and running day-to-day activities.

June 2008

**Debate – Murmion Debate Team Co-Captain**  
**Claremont Colleges Debate Union Member**

2008-2009

Sept 2009 – Present

**Volunteered for Mayor Tom Weisner – Aurora, IL**  
Volunteered in Mayor Tom Weisner's reelection campaign for around five hours a week from November, through his reelection on April 7<sup>th</sup>. He is the mayor of Aurora, which is Illinois's second largest city. Won Volunteer of the Week award for dedication and time commitment.

2008 - 2009

**CMS Varsity Track Team - Member**  
Ran the 400 meter individual and relay races, the 200 meter individual race, and the 100 meter individual and relay races as part of the CMS Varsity and Track teams as we won our 19<sup>th</sup> consecutive conference championship.

2009 - 2010

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## Skills

Proficient in Microsoft Word, Excel, Powerpoint, Mapitude, Publisher

Arabic (speaking, writing - intermediate), Spanish (speaking, writing - intermediate)

March 2011

## CURRICULUM VITAE

Andrew E. Busch

2279 O'Malley Ave.

Upland, CA 91784

andrew.busch@claremontmckenna.edu

### EDUCATION

University of Virginia, Ph.D., Government, 1992. Dissertation: *Openness and Stability in the Presidential Nominating System: Parties, Political Movements, and Unconnected Outsiders*.

University of Virginia, M.A., Government, 1990. Thesis: *Barry Goldwater and the Role of Political Movements in the Pre-Reform Presidential Nominating System*.

University of Colorado, B.A., Political Science and History, 1987. Summa Cum Laude. Honors thesis: *National Security, Arms Control, and the Future of the ABM Treaty*.

### ACADEMIC EXPERIENCE

Director, Rose Institute for State and Local Government, Claremont McKenna College (January 2011-present).

Chair, Department of Government, Claremont McKenna College (July 2010-present)

Ann and Herbert W. Vaughan Visiting Fellow, James Madison Program in American Ideals and Institutions, Princeton University (September 2009-June 2010)

Associate Dean of the Faculty, Claremont McKenna College (July 2006-June 2009)

Professor, Claremont McKenna College Government Department (July 2005-present).

Associate Professor, Claremont McKenna College Government Department (July 2004-June 2005).

Associate Professor, University of Denver Political Science Department (September 1998-June 2004).

Assistant Professor, University of Denver Political Science Department (September 1992-August 1998).

Instructor, University of Virginia Department of Government and Foreign Affairs (summer 1992).

### PUBLICATIONS

#### Books

*Epic Journey: The 2008 Elections and American Politics*. Revised post-midterm election version (Rowman & Littlefield 2011). Co-authors: James W. Ceaser and John J. Pitney.

*Epic Journey: The 2008 Elections and American Politics* (Rowman & Littlefield, 2009). Co-authors: James W. Ceaser, John J. Pitney.

*The Constitution on the Campaign Trail: The Surprising Political Career of America's Founding Document* (Rowman & Littlefield, 2007)

*The Future of America's Political Parties* (Lexington Books, 2007) (Editor)

*Reagan's Victory: The Presidential Election of 1980 and the Rise of the Right* (University Press of Kansas, 2005)

*Red Over Blue: The Election of 2004 and American Politics* (Rowman & Littlefield, 2005). Co-author: James W. Ceaser.



*The Front-loading Problem in Presidential Nominations* (Brookings Institution, 2003).  
 Co-author: William G. Mayer.  
*The Perfect Tie: The True Story of the 2000 Presidential Election* (Rowman & Littlefield, 2001). Co-author: James W. Ceaser.  
*Ronald Reagan and the Politics of Freedom* (Rowman & Littlefield, 2001).  
*Horses in Midstream: U.S. Midterm Elections and Their Consequences, 1894-1998* (University of Pittsburgh Press, 1999).  
*Outsiders and Openness in the Presidential Nominating System* (University of Pittsburgh Press, 1997).  
*Losing to Win: The 1996 Elections and American Politics* (Rowman & Littlefield, 1997).  
 Co-author: James W. Ceaser.  
*Upside Down and Inside Out: The 1992 Elections and American Politics* (Rowman and Littlefield, 1993). Co-author: James W. Ceaser.

### Monographs

*The Future of the Electoral College* (University of Louisville, 2001). Co-author: Gary L. Gregg II.

### Academic Articles and Chapters

"Political Movements in Presidential Nominations," in William G. Mayer ed., *The Making of the Presidential Candidates 2012* (Rowman & Littlefield, 2011, forthcoming).  
 "President Obama and Congress: Deference, Disinterestedness, or Collusion?," in Carol Maloney and Melanie Marlowe ed., *Barack Obama and the Constitutional Presidency* (Rowman & Littlefield, in press).  
 "The Midterm Elections of 2010: An Overview," *The Forum* (online), January 2011.  
 "Domestic Policy: Moving from Campaigning to Governing," in Michael Nelson and Russell Riley ed., *Governing at Home: Domestic Policy Advisors Discuss the White House* (University Press of Kansas, 2009).  
 "George W. Bush's Domestic Policy," in Mark Rozell and Gleaves Whitney ed., *Testing the Limits: George W. Bush and the Imperial Presidency* (Rowman & Littlefield, 2009).  
 "Assumptions and Realities of Presidential Primary Front-loading," in Jack Citrin, David Karol, et al ed., *Nominating the President: Evolution and Revolution in 2008 and Beyond* (Rowman & Littlefield, 2009).  
 "National Primary: No," in *Debating the Presidency*, 2<sup>nd</sup> edition. Michael Nelson and Richard Ellis ed. (Congressional Quarterly Press, 2009).  
 "Three Decades of Reaganism," in Charles W. Dunn ed., *The Enduring Reagan* (Lexington: University Press of Kentucky, 2009).  
 "Federalism and Front-Loading," *Publius: The Journal of Federalism*, Volume 38, Number 3 (Summer 2008).  
 "The Republican Strategy for the Future," in *The Future of America's Political Parties* (Lexington Books, 2007).  
 "The Return of the Iowa Caucuses: A New Trend, an Aberration, or a Useful Reminder?," in William G. Mayer ed., *The Making of the Presidential Candidates 2008* (Rowman & Littlefield, 2007).

"Ronald Reagan," *Encyclopedia of the Presidency*, Facts on File (forthcoming).

"Conservatism," *International Encyclopedia of the Social Sciences* (2007 forthcoming).

"After Compassionate Conservatism," *Claremont Review of Books*, Summer 2006

(reprinted by *Wall Street Journal*).

"The Goldwater Myth," *Claremont Review of Books*, Winter 2005/2006 (reprinted by *Wall Street Journal*).

"National Primary: No," in *Debating the Presidency*, Michael Nelson and Richard Ellis ed. (Congressional Quarterly Press, 2006).

"National Security and the Midterm Elections of 2002," in *Transforming the American Polity: The Bush Administration and the War on Terror*, Richard Conley ed. (Prentice-Hall, 2005).

"The 2004 Election and American Politics," in Gary L. Gregg II ed., *Thinking About the Presidency* (Lanham, Md.: Rowman & Littlefield, 2005).

"The Roller Coaster Election of 2000 – Why the Campaign Mattered," in Gary L. Gregg II ed., *Thinking About the Presidency* (Lanham, Md.: Rowman & Littlefield, 2005). Co-author: James W. Ceaser.

"The Effect of the 2000 Election on Future Campaign Strategy," in John Green et al ed., *The Final Arbiter: Bush v. Gore* (New York University Press, 2005).

"Can the Federal Government Reform the Presidential Nomination Process?," *Election Law Journal* 3:4 (2004). Co-author: William G. Mayer.

"Down to the Wire: Colorado's Seventh Congressional District," in Sandy L. Maisel and Darrell West eds., *Running on Empty: Campaign Discourse in Congressional Elections* (Rowman & Littlefield, 2004).

"On the Edge: The Electoral Career of George W. Bush," in Gary L. Gregg II and Mark Rozell eds., *Considering the Bush Presidency* (Oxford University Press, 2003).

"The Frontloading Problem," in William G. Mayer ed., *The Making of the Presidential Candidates 2004* (Rowman & Littlefield, 2003). Co-author: William G. Mayer.

"The Rise and Fall of the Rocky Mountain Regional Primary," *PS*, April 2003.

"The Development and Democratization of the Electoral College," in Gary L. Gregg II ed., *Securing Democracy: Why We Have an Electoral College* (Wilmington, Del.: ISI, 2001).

"The Presidential Nominating System and the Dynamics of Change," *Chicago Policy Review*, volume 5, number 1 (Spring 2001).

"New Features of the 2000 Presidential Nominating Process," in William G. Mayer ed., *In Pursuit of the White House 2000* (Chatham, N.J.: Chatham House Publishers, 1999).

"The Campaign Effects of Early Voting," *Southeastern Political Review*, September, 1998.

"Ronald Reagan and the Defeat of the Soviet Empire," *Presidential Studies Quarterly*, Fall, 1997.

"Early Voting: Convenient, But...?," in Thad H. Beyle ed., *State Government: CQ's Guide to Current Issues and Activities 1997-98* (Washington, D.C.: Congressional Quarterly Press, 1997).

"Early Voting: Convenient, But...?," in Bruce Stinebrickner ed., *State and Local Government* 8th ed. (Guilford, Conn.: Dushkin/McGraw-Hill, 1997).

"Ronald Reagan's Public Philosophy: Strands of Jefferson and Hamilton," in Schmertz, Datlof, and Ugrinsky eds., *Ronald Reagan's America* (Westport, Conn.: Greenwood Press, 1997).

"Does Party Reform Have a Future?," in William Mayer ed., *In Pursuit of the White House: How We Nominate Our Presidents* (Chatham, N.J.: Chatham House Publishers, 1996). Co-author: James W. Ceaser.

"Early Voting: Convenient, But...?," *State Legislatures*, September 1996.

"Political Science and the 1994 Elections: An Exploratory Essay," *PS*, December 1995.

"In Defense of the Mixed System: The Goldwater Campaign and the Role of Popular Movements in the Pre-Reform Presidential Nominating System," *Polity*, Summer 1992.

## CONFERENCE PRESENTATIONS AND INVITED TALKS

### Academic

"The American Party System: An Overview," Carleton College, November 2010.

"The Midterm Elections of 2010," Carleton College, November 2010.

"President Obama and Congress," Utah State University, April 2010.

"Roundtable on the 2010 Midterm Elections," presented at the annual meeting of the American Political Science Association, September 2010.

"Assumptions and Principles of Social Conservatism," luncheon seminar, James Madison Program in American Ideals and Institutions, February 2010.

"Social Conservatism and Economic Conservatism," dinner seminar with undergraduate fellows, James Madison Program in American Ideals and Institutions, February 2010.

"The U.S. Congress," teachers' seminar on Teaching American History, Ashland University, July 2009.

"Colloquium with White House Domestic Policy Advisors: From Campaigning to Governing," Miller Center for Public Affairs, University of Virginia, June 2009.

"Federalism and Front-loading," presented at the American Political Science Association, August 28-31, 2008.

"A Conservative Icon and the Modern American President: President Ronald Reagan in Contemporary U.S. History," Roundtable discussion, Pacific Coast Branch-American Historical Association, Pasadena, California, August 2008.

Ninth Annual American Studies Summer Institute, "Principles and Practice of American Elections," keynote speaker (seven lectures in seven days), Chernivtsi, Ukraine, June 2008.

"Roundtable Discussion of Mickey Edwards' Reclaiming American Conservatism," James Madison Program, Princeton University, April 2008.

"Assumptions and Realities About Presidential Primary Front-loading in 2008," conference/symposium on Choosing the President 2008: The Evolving Process and Its Effects, Institute for Governmental Studies, University of California-Berkeley, April 2008.

"Three Decades of Reaganism: A Balance Sheet," presented at symposium on the Legacy of Ronald Reagan, Regent University, February 2008.

"Roundtable on the 2008 Presidential Campaign," presented at the American Political Science Association, August 30-September 2, 2007.

"The U.S. Congress," teachers' seminar on Teaching American History, Ashland University, July 2007.

"The Midterm Elections of 2006," James Madison Program, Princeton University, December 2006.

"Ronald Reagan and the Firing of the PATCO Strikers," presented at the American Political Science Association, August 31-September 3, 2006.

"The New Deal," teachers' seminar on Teaching American History, Boise State University, August 2006.

"The Republican Strategy for the Future," conference on The Future of America's Political Parties, Claremont McKenna College, April 2006.

"Ronald Reagan and the Firing of the PATCO Strikers," invited talk, Presidential Moments Conference, McConnell Center for Political Leadership, University of Louisville, February 19, 2006.

"Presidential Second Terms," Roundtable at Presidential Moments Conference, McConnell Center for Political Leadership, University of Louisville, February 19, 2006.

"Worst Presidential Mistakes," Roundtable at Presidential Moments Conference, McConnell Center for Political Leadership, University of Louisville, February 18, 2006.

"Ronald Reagan," teachers' seminar on Teaching American History, Boise State University, October 7, 2005.

"Thinking Twice About Personal Accounts," Roundtable on Social Security and the Future of American Democracy," presented at the American Political Science Association, September 1-4, 2005.

"Barry Goldwater and Social Conservatism," Roundtable on Legacies of Goldwater and Reagan, presented at the American Political Science Association, September 2-5, 2004.

"George Bush's Electoral Career," conference on "After September 11: George W. Bush and the 21<sup>st</sup> Century Presidency," Hansen Center for the Study of the Presidency, Grand Valley State University, September 12, 2003.

"The Front-loading Problem," Roundtable on *The Making of the Presidential Candidates 2004*, American Political Science Association, August 28-31, 2003.

"The Constitution and Members of Congress," presented at the Midwest Political Science Association, April 3-6, 2003. Co-author: Christopher McLemore.

"Colorado's Seventh Congressional District: Pew Roundtable," presented at the Midwest Political Science Association, April 3-6, 2003.

"Television Advertising in Colorado's 2002 7<sup>th</sup> Congressional District Campaign," Summit on Media and Politics, University of Denver Department of Communications, February 20, 2003.

"National Security and the Midterm Elections of 2002," conference on "The War on Terrorism," University of Florida, February 7, 2003.

"Ronald Reagan and the Politics of Freedom," colloquium, Ashbrook Center for Public Affairs, Ashland University, February 9, 2002.

"The Rise and Development of American Political Parties," teachers' seminar, Ashbrook Center for Public Affairs, Ashland University, February 10, 2002.

"The Effect of the 2000 Election on Future Campaign Strategy," *The Final Arbitrator* Conference, Bliss Institute for Applied Politics, Akron University, February 9, 2002.

"Ronald Reagan and the Construction of a New National Narrative," *Civitas Forum*, St. Vincent College, October 10, 2001.

"The Democratization of the Electoral College," presented at the American Political Science Association, August 30-September 2, 2001 (roundtable).

"Momentum in the Pre-Reform Presidential Nominating Systems," presented at the American Political Science Association, August 31-September 3, 2000 (poster).

"The Rise and Fall of the Rocky Mountain Regional Primary," presented at the Western Political Science Association, March 2000.

"The Presidential Primary System and the Future of American Democracy," McConnell Center for Political Leadership, University of Louisville, March 2000.

"Frontloading and the Parties," Buler Symposium on American Politics, Indiana University-Purdue University-Indianapolis, December 1999.

"Outsiderism: Pat Buchanan and Ross Perot in 1992 and 1996," presented at the Midwest Political Science Association, April 1999.

"Early Voting, Presidential Primaries, and the Future of Momentum," presented at the Midwest Political Science Association, April 1998.

"Books on American Politics," presented at the Colorado-Wyoming Political Science Association, October 1997.

"American Midterm Elections as Another Form of Checks and Balances," University of Colorado Colloquium Series, October 1997.

"Presidential Nominating Rules and Republican Reform in 1996," presented at the Western Political Science Association, March 1997.

"Presidential and Congressional Explanations of Midterm Elections, 1946-1994," presented at the Midwest Political Science Association, April 1996.

"Midterm Elections, Congress, and Realignment: Three Cases," presented at the Western Political Science Association, March 1996.

"Vote Early and Vote Often? The Turnout, Campaign, and Citizenship Effects of Early Voting," presented at Western Political Science Association, March 1995.

"Presidential Nominations and American Democracy," Humanities Lecture, University of Denver, November 1994.

"Ronald Reagan's Public Philosophy: Strands of Jefferson and Hamilton," presented at the Ronald Reagan Conference, Hofstra University, April 1993.

Roundtable Discussion of Congressional Term Limits, Woodrow Wilson Conference, Mary Baldwin College, Staunton, Virginia, April 1992.

### ***Other***

"Health Care Reform and Traditional American Political Principles," President's Council on Bioethics, Chicago, June 2008.

"The Constitution and American Presidential Campaigns," Heritage Foundation Public Lecture, April 2008.

"The Midterm Elections," Claremont Institute, Newport Beach, December 2006.

"The Midterm Elections," Claremont Institute, Denver, November 2006.

"The Midterm Elections," Pomona Student Union, November 2006.

- "A Retrospective Look at Election 2004," CMC Alumni Association, Denver, Colo., May 2005.
- "Predicting the Past," Rose Institute Luncheon Talk, April 2005.
- "Predicting Presidential Elections," Rose Institute Luncheon talk, October 2004.
- "The Most Important Election of Our Lifetimes?," Roundtable discussion, Honnold-Mudd Library, October 2004.
- "Celebrating Democracy: The Presidential Election of 2004," Roundtable discussion, Claremont Graduate University, October 2004.
- "Jefferson, Hamilton, and the Roots of American Politics," University of Denver Humanities Institute salon, April-May 2003.
- "Jefferson and Genius," University of Denver Humanities Institute salon, September 2002.
- Expert witness, *Avalos v. Davidson*, Colorado congressional redistricting case, December 2001.
- "The First Seven Months of the Bush Presidency," University of Denver Women's Library Association, September 2001.
- Invited witness, "Public Hearing on the Scheduling of Future Democratic Presidential Primaries and Caucuses," Rules and Bylaws Committee, Democratic National Committee, San Francisco, April 2000 [Submitted written statement].
- Invited witness, "Academic Forum," Republican National Committee Advisory Commission on the Presidential Nominating Process, Washington, D.C., December 1999.
- Invited witness, Constitution Subcommittee, U.S. House Judiciary Committee, regarding the "States Choice of Voting Systems Act," Washington, D.C., September 1999.
- "The Current State of the Presidency," Gyro Club of Denver, February 1998.
- "The 1996 Elections: The Good, the Bad, and the Ugly," Arapahoe County Republican Men's Club, December 1996.
- "United States Presidents: Past, Present, and Future," Senior Friends of Aurora, February 1996.
- "Mason Presidents," Denver Masonic Lodge, February 1996.
- "The Upcoming Congressional Elections," Gyro Club of Denver, September 1994.
- "Political Writing," Foothills Chapter, National Writers Club, November 1993.

## **COURSES TAUGHT**

- Introduction to American Politics (CMC)
- Public Policy Since the New Deal (CMC & DU)
- Presidential Primaries, Nominations, and Elections (CMC & DU)
- Cases in Political Leadership: Ronald Reagan (CMC)
- Political Science: Power and Justice (social science core political thought) (DU)
- American Presidency (CMC & DU)
- American Political Thought (DU)
- U.S. Congress (DU)
- Campaigns and Elections (DU)
- American Foreign Policy Process (DU)
- Modern Totalitarianism (DU)
- The American Agenda: The Policy-Making Environment (DU)

Supervisor: Political Internships (DU)

Supervisor: Senior Honors Theses/Qualitative research methods (DU)

## **AWARDS AND HONORS**

Crown Professor of Government and George R. Roberts Fellow, Claremont McKenna College (named March, 2010)

Roy P. Crocker Award for Merit (Claremont McKenna College 2009)

Fulbright Teaching Fellowship, Diplomatic Academy of Ukraine (Spring 2007)

Gould Center Summer Research Grant (2006)

Gould Center Summer Research Grant (2005)

Resident Scholars Fellowship, Social Philosophy and Policy Center, Bowling Green University (awarded for summer 2004)

Teacher-Scholar of the Year Award, University of Denver (2002)

University of Virginia Z. Society Edgar Shannon Award for greatest academic contribution to the Graduate School of Arts and Sciences (1992)

University of Virginia Alumni Association Dissertation Year Fellowship (1991-1992)

Bradley Fellowship, University of Virginia (1990-1992)

President's Fellowship, University of Virginia (1989-1991)

DuPont Fellowship, University of Virginia (1989-1990)

Raven Society, University of Virginia (1990)

Omicron Delta Kappa (national leadership honor society), University of Virginia (1990)

Boettcher Foundation Scholarship (four-year full tuition, books, fees, and stipend), University of Colorado (1984-1987)

Phi Beta Kappa, University of Colorado (1987)

Golden Key Honor Society, University of Colorado (1987)

## **OTHER**

Adjunct Fellow, Ashbrook Center for Public Affairs, Ashland University 2001-present

Adjunct Fellow, Public Policy Institute, University of Denver, 2004-present

Member, Gov.-Fleet Bill Owens' Transition Committee on Education, 1998

## Chloe Cotton

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<b>Education</b>	<b>Claremont McKenna College</b> - Claremont, CA <i>Relevant Coursework: Political Science</i> Grade Point Average: 11.06/12.0 Awards: McKenna Scholar, Ehrenmann Scholar, Howard J. Sexton Fellow	2012
	<b>Danish Institute of Study Abroad</b> - Copenhagen, Denmark	Fall 2011
	<b>West Anchorage High School</b> - Anchorage, AK Grade Point Average: 4.5/4.5 Awards: Valedictorian, National Merit Scholar, Marjorie Scholastic Excellence Award	2008

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<b>Experience</b>	<b>Summer Intern, Office of U.S. Senator Mark Begich</b> - Anchorage, AK • Organized roundtables on health care education between the Senator and leaders across the state • Drafted speeches and letters and prepared research briefs on diverse issues • Spoke with constituents and managed front desk operations	May 2010 - August 2010
	<b>Girard Scholar, Voice of San Diego</b> - Claremont, CA • Conducted research on welfare and social services in California counties • Focused on In Home Supportive Services and the effects of recent budget cuts • Presented the report to Voice of San Diego and helped them create story ideas	May 2011 - August 2011
	<b>Research Assistant, Rose Institute of State and Local Government</b> - Claremont, CA • Conducted research and published articles on demographics, redistricting and other topics • Served as assistant editor of the Rose's blog and helped edit Redistricting America.org • Edited a newsletter dealing with economics, public policy and the 2012 census in the Inland Empire	2010-present
	<b>Board of Directors, Anchorage Youth Court</b> - Anchorage, AK • Served on Future Committee and as Secretary of the Executive Board • Issued sentences for juvenile offenders as the presiding judge • Raised \$25,000 through "Girard Games" fundraiser	2014-2018
	<b>Intern, Mayor Mark Begich's Office</b> - Anchorage, AK • Oversaw "Good News, Great Kids" biweekly honoring local teens who have overcome obstacles • Answered constituent questions and complaints regarding city government • Volunteered for "Project Homeless" and helped homeless find employment and housing	Jan 2008-March 2010

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## Leadership Activities

Manager, Claremont Mudd Scripps Varsity Tennis Team (January 2011-present)  
Player, Claremont Mudd Scripps Varsity Tennis Team (September 2008-January 2011)  
President, Brown Dorm (September 2008-December 2008)  
Secretary, Claremont of the Claremont Colleges (Jan 2009-Jan 2010), member (September 2008-present)  
Representative, Student-Athlete Advisory Committee (September 2009-January 2011)  
New Student Sponsor, Claremont McKenna College (August 2009-March 2010)  
Volunteer, TBAC Theatre Company (October 2006-present)

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## Skills

Language Skills: Spanish (proficient)  
Computer: Research skills, Microsoft Word, Microsoft Excel, PowerPoint, Lotus Notes, Indesign, Photoshop



# NATHAN FALK

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Permanent Address:  
1006 Windsor Drive  
Lafayette, CA 94549

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## Education

- Claremont McKenna College – Claremont, CA May 2014  
Bachelor of Arts in Economics and International Relations (candidate)  
Frank Seaver Leadership Scholar (merit based; awarded four years full-tuition)  
GPA: 3.7
- Acalanes High School – Lafayette, CA June 2010  
Weighted GPA: 4.43/4.0  
Italian-American Foundation Scholar  
Matt Lynn Memorial Scholar (scholar-athlete)  
Commended National Merit Scholar

## Work Experience

- Rose Institute of State and Local Government Fall 2010 – current  
*Research Assistant*  
Analyzed nation-wide data regarding redistricting measures placed on the 2010 ballot; helped build and construct new redistricting website; compiled information regarding the cost of doing business in cities nationwide
- Student Conservation Association Summer 2008, 2009  
*Trail Crew Member*  
Worked with the National Park Service to build trails in Alaskan and Californian backcountry

## Extra Curricular Activities

- *Staff Writer, The Forum*: Claremont McKenna College's official student publication 2011 - current
- *CMS Varsity Track and Field, Pole Vault* 2010 - current
- *Assistant Director of Sports Broadcasting, CMS Athletics* 2010 - current  
Producer and play-by-play announcer for internet radio broadcasts of football, volleyball, basketball, and baseball

## Skills

- Microsoft Word, Microsoft Excel, Microsoft Powerpoint, Adobe Photoshop, Adobe Illustrator on Mac or PC
- Web-building programs such as Wordpress and Joomla; Social networking, blogging
- Conversant in Spanish

## Leadership Experience

- *Founder and President, Acalanes Debate Club* 2008-2010
- *Co-Captain, Acalanes Varsity Track and Field Team* 2009-2010
- *Prosecutor, Claremont McKenna College Mock Trial Team, Acalanes Mock Trial Team* 2008-2010  
Won "Outstanding Direct Examination" individual awards
- *Vice President, Acalanes Environmental Club* 2010  
Successfully launched composting program at Acalanes High School
- *Founder, Manager, and Trumpet Musician, Flying Solo Jazz Combo* 2005-2010

**Lisa R. Handley**  
CURRICULUM VITAE

**Professional Experience**

Dr. Handley has over twenty-five years of experience in the areas of redistricting and voting rights, both as a practitioner and an academician, and is recognized nationally (as well as internationally) as an expert on these subjects. She has advised numerous jurisdictions and other clients on redistricting and has served as an expert in dozens of redistricting and voting rights court cases. Her clients have included the U.S. Department of Justice and scores of state and local jurisdictions, as well as redistricting commissions and civil rights organizations. Internationally, Dr. Handley has provided electoral assistance in more than a dozen countries, serving as a consultant on issues of democratic governance—including voting rights, electoral system design, electoral boundary delimitation (redistricting) and electoral dispute resolution—for the United Nations, the United Nations Development Fund (UNDP), IFES, and International IDEA.

Dr. Handley has been actively involved in research, writing and teaching on the subjects of voting rights and redistricting. She has written a book, Minority Representation and the Quest for Voting Equality (Cambridge University Press, 1992) and numerous articles, as well as edited a volume, Redistricting in Comparative Perspective, Oxford University Press, 2008) on these subjects. She has taught political science and methodology courses at several universities, most recently George Washington University. She holds a Ph.D. in political science from George Washington University.

Dr. Handley is the President of Frontier International Consulting, a consulting firm that specializes in redistricting. She also serves as an independent election consultant for such international organizations as the United Nations.

**Education**

Ph.D. The George Washington University, Political Science, 1991

**Present Employment**

**President**, Frontier International Electoral Consulting LLC (since co-founding company in September of 1998). Frontier IEC provides consulting services to election officials worldwide. The company advises on election administration generally and specializes in voting rights and redistricting. In addition, Frontier IEC conducts election-related research and statistical analyses and offers tools for measuring voting patterns and evaluating redistricting plans. The company has offices in Washington D.C. and Germany.

## **U.S. Clients since 2000**

U.S. Department of Justice (expert witness testimony in several Section 2 cases)

Alaska: Alaska Redistricting Board (redistricting consultation, expert witness testimony)

Arizona: Arizona Independent Redistricting Board (redistricting consultation, expert witness testimony)

Colorado: Colorado Redistricting Board (redistricting consultation)

Connecticut: State Senate and State House of Representatives (redistricting consultation)

Florida: State Senate (redistricting consultation)

Illinois: State Senate (redistricting litigation consultation)

Kansas: State Senate and House Legislative Services (redistricting consultation)

Louisiana: Louisiana Legislative Black Caucus (redistricting litigation support, expert witness testimony)

Alaska: State Senate (redistricting consultation)

Maryland: Attorney General (redistricting consultation, expert witness testimony)

Miami-Dade County, Florida: County Attorney (redistricting consultation)

Nassau County, New York: Redistricting Commission (redistricting consulting)

New Mexico: State House of Representatives (redistricting consultation, expert witness testimony)

New York: State Assembly (redistricting consultation)

New York City: Redistricting Commission and Charter Commission (redistricting consultation and Section 5 submission assistance)

New York State Court: Expert to the Special Master (drew congressional lines for state court)

Ohio: State Democratic Party (redistricting litigation support, expert witness testimony)

Pennsylvania: Senate Democratic Caucus (redistricting consultation)

Rhode Island: State Senate and State House of Representatives (litigation support, expert witness testimony)

Texas: Lieutenant Governor (redistricting litigation/expert witness testimony)

Vermont: Secretary of State (redistricting consultation)

Wisconsin: State Senate (redistricting litigation consultation)

### **International Clients (since 2000)**

#### **United Nations**

- Haiti (UN Electoral Assistance Division) – redistricting expert
- Bangladesh (UNDP) – redistricting expert
- Sierra Leone (UNDP) – redistricting expert
- Liberia (UNMIL) – redistricting expert
- Democratic Republic of the Congo (MONUC) – electoral feasibility mission, electoral system design and redistricting
- Lead Writer on the topic of boundary delimitation (redistricting) for ACHE (Administration and Cost of Elections Project)

#### **International Foundation for Election Systems (IFES)**

- Afghanistan – district delimitation expert
- Sudan – redistricting expert
- Kosovo – electoral system design and redistricting expert
- Nigeria – redistricting expert
- Georgia – electoral system design and district delimitation expert
- Yemen – redistricting expert
- Lebanon – electoral district delimitation expert
- Principal consultant for the Delimitation Equity Project – conducted research, wrote reference manual and developed training curriculum
- Writer on electoral boundary delimitation (redistricting) for the Elections Standards Project
- Training – developed training curriculum and conducted training workshops on electoral boundary delimitation (redistricting) in Azerbaijan and Jamaica

#### **International Institute for Democracy and Electoral Assistance (International IDEA)**

- Consultant on electoral dispute resolution systems
- Technology consultant on use of GIS for electoral district delimitation
- Training – developed training material and conducted training workshop on electoral boundary delimitation (redistricting) for African election officials (Mauritius)
- Curriculum development – boundary delimitation (redistricting) curriculum for the Bridge Project
- Project coordinator for the ACHE project

Other international clients have included the Australian Election Commission and the Boundary Commission of British Columbia, Canada.

### **Previous Employment**

***Project Coordinator and Lead Writer on Boundary Delimitation***, Administration and Cost of Elections (ACE) Project. As Project Coordinator (1998 – 2000) of the ACE Project, Dr. Handley served as a liaison between the three partner international organizations – the United Nations, the International Foundation for Election Systems, and International IDEA – and was responsible for the overall project management of ACE, a web-based global encyclopedia of election administration. She also served as Lead Writer on Boundary Delimitation (since September 1997) and was responsible for writing the text on comparative redistricting for ACE.

***Research Director and Statistical Analyst***, Election Data Services, Inc. (1984 to 1998). Election Data Services (E.D.S.) is a Washington D.C. political consulting firm specializing in election administration. Dr. Handley's work at E.D.S. focused on providing redistricting and voting rights consulting and litigation support to scores of state and local jurisdictions. In addition, she served as an expert witness in dozens of voting rights cases.

***Assistant or Adjunct Professor*** (1986 to 1998). Dr. Handley has taught political science and methodology courses (both at the graduate and undergraduate level) at George Washington University, the University of Virginia, and the University of California at Irvine. She is a regular guest lecturer at universities including Harvard, Princeton, Georgetown, American University, George Mason University and Oxford Brookes University in the UK.

### **Grants**

***National Science Foundation Grant*** (2000-2004): Co-investigator (with Bernard Grofman) on a comparative redistricting project, which included hosting an international conference on "Redistricting in a Comparative Perspective" and producing an edited volume based on the papers presented at the conference.

### **Publications**

#### ***Books:***

Redistricting in Comparative Perspective, Oxford University Press, 2008 (first editor, with Bernard Grofman)

Delimitation Equity Project Resource Guide, Center for Transitional and Post-Conflict Governance at HIES and USAID publication, 2006 (lead author).

Minority Representation and the Quest for Voting Equality, Cambridge University Press, 1992 (with Bernard Grofman and Richard Niemi).

#### ***Electronic Publication:***

"Boundary Delimitation" Topic Area for the Administration and Cost of Elections (ACE) Project, 1998. Published by the ACE Project on the ACE website ([www.aceproject.org](http://www.aceproject.org)).

### ***Academic Articles:***

"Has the Voting Rights Act Outlived Its usefulness: In a Word, "No," Legislative Studies Quarterly, volume 34 (4), November 2009 (with David Lublin, Thomas Brunell and Bernard Grofman).

"Drawing Effective Minority Districts: A Conceptual Framework and Some Empirical Evidence," North Carolina Law Review, volume 79 (5), June 2001 (with Bernard Grofman and David Lublin)

"A Guide to 2000 Redistricting Tools and Technology" in The Real Y2K Problem: Census 2000 Data and Redistricting Technology, edited by Nathaniel Persch, New York: Brennan Center, 2000

"1990s Issues in Voting Rights," Mississippi Law Journal, 65 (2), Winter 1995 (with Bernard Grofman)

"Minority Turnout and the Creation of Majority-Minority Districts," American Politics Quarterly, 23 (2), April 1995 (with Kimball Bruce, Richard Niemi and Harold Stanley).

"Identifying and Remediating Racial Gerrymandering," Journal of Law and Politics, 8 (2), Winter 1992 (with Bernard Grofman).

"The Impact of the Voting Rights Act on Minority Representation in Southern State Legislatures," Legislative Studies Quarterly, 16 (1), February 1991 (with Bernard Grofman).

"Minority Population Proportion and Black and Hispanic Congressional Success in the 1970s and 1980s," American Politics Quarterly, 17 (4), October 1989 (with Bernard Grofman).

"Black Representation: Making Sense of Electoral Geography at Different Levels of Government," Legislative Studies Quarterly, 14 (2), May 1989 (with Bernard Grofman).

"Minority Voting Equality: The 65 Percent Rule in Theory and Practice," Law and Policy, 10 (1), January 1988 (with Kimball Bruce, Bernard Grofman and Richard Niemi).

"Does Redistricting Aimed to Help Blacks Necessarily Help Republicans?" Journal of Politics, 49 (1), February 1987 (with Kimball Bruce and Bernard Grofman)

### ***Chapters in Edited Volumes:***

"Drawing Effective Minority Districts: A Conceptual Model," in Voting Rights and Minority Representation, edited by David Bonvis, published by the Joint Center for Political and Economic Studies, Washington DC, and University Press of America, New York, 2006.

"Electing Minority Preferred Candidates to Legislative Office: The Relationship Between Minority Percentages in Districts and the Election of Minority Preferred Candidates," in Race and Redistricting in the 1990s, edited by Bernard Grofman; New York: Agathon Press, 1998 (with Bernard Grofman and Wayne Arden).

"Estimating the Impact of Voting Rights Related Districting on Democratic Strength in the U.S. House of Representatives," in Race and Redistricting in the 1990s, edited by Bernard Grofman; New York: Agathon Press, 1998 (with Bernard Grofman).

"Voting Rights in the 1990s: An Overview," in Race and Redistricting in the 1990s, edited by Bernard Grofman; New York: Agathon Press, 1998 (with Bernard Grofman and Wayne Arden).

"Racial Context, the 1968 Wallace Vote and Southern Presidential Dealignment: Evidence from North Carolina and Elsewhere," in Spatial and Contextual Models in Political Research, edited by Munroe Eagles; Taylor and Francis Publishing Co., 1995 (with Bernard Grofman).

"The Impact of the Voting Rights Act on Minority Representation: Black Officeholding in Southern State Legislatures and Congressional Delegations," in The Quiet Revolution: The Impact of the Voting Rights Act in the South, 1965-1990, eds. Chandler Davidson and Bernard Grofman, Princeton University Press, 1994 (with Bernard Grofman).

"Preconditions for Black and Hispanic Congressional Success," in United States Electoral Systems: Their Impact on Women and Minorities, eds. Wilma Rule and Joseph Zimmerman, Greenwood Press, 1992 (with Bernard Grofman).

### ***Additional Articles of Note:***

Amicus brief presented to the US Supreme Court in Baldert v. Strickland, 2008 (with Nathaniel Persily, Bernard Grofman, Bruce Cain, and Theodore Arrington).

"The Delineation of Electoral Boundaries in Post-Conflict Societies," IFES, 2006, IFES White Paper funded by USAID.

"Challenging the Norms and Standards of Election Administration: Boundary Delineation," IFES, 2007, IFES White Paper funded by USAID.

### **Court Cases**

*Dr. Handberg has acted as a consultant and/or expert witness in the following cases:*

U.S. v. Euclid City School Board (2008-9) – City of Euclid, Ohio at large school board

U.S. v. City of Euclid (2006-7) – City of Euclid, Ohio council districts

U.S. v. Village of Port Chester (2006-7) – Village of Port Chester, trustee elections

Louisiana House of Representatives v. Aserod (2002) – Louisiana state house plan

Metts v. Senate Minority Leader William Hoys (2002) – Rhode Island state senate plan

Parker v. Fair (2002) – Ohio reapportionment plans (state senate and state house)

Arrington v. Baumgart (2002) – Wisconsin state legislative plans

In the Matter of Legislative Districting of the State of Maryland (2002) – state court consideration of the Maryland legislative redistricting plans

In RE the Matter of Legislative Districting of the State of Illinois (2002) – state court consideration of the Illinois state legislative redistricting plans

Arizona Minority Coalition for Fair Redistricting v. Arizona Independent Redistricting Commission (2002) – Arizona state legislative districts

In RE 2002 Redistricting Cases v. Redistricting Board (2002) – Alaska state legislative plans

Iepson v. Vigil Giron (2002) – New Mexico congressional and state house plans

Balderras v. State of Texas (2001) – Texas congressional, state senate and state house plans (federal court)

Del Rio v. Perry and Corea v. Perry (2001) – Texas congressional districts (state court)

Donald Meon v. Donald Rieger (1996) – challenge to the third congressional district in Virginia

National Coalition on Black Voter Participation v. Glenderning (1996) – challenge to Maryland's implementation of the National Voter Registration Act

Johanson v. Mortham (1996) – Florida congressional districts

Republican Party of Alaska v. Coghill (1996) – challenge to change in the Alaska Republican primary process

Akhevgak v. City of Barrow (1995) – challenge to Barrow, Alaska referendum result

Dansereau v. Coghill (1995) – Alaska vote fraud suit challenging 1994 gubernatorial contest



Seott v. U.S. Department of Justice (1995) - Florida state senate districts

Victor Diaz v. City of Miami Beach (1995) - challenge to Miami Beach at large elections for city commission

Hays v. State of Louisiana (1994) -- challenge to the fourth congressional district in Louisiana

Vera v. Richards (1994) - Texas Congressional districts

Johnson v. Miller (1994) -- Georgia Congressional districts

Smithfield v. Bennett (1993) - Alabama Congressional districts

Maryland for Fair Representation v. Schaefer (1993) - Maryland State Legislative districts

Torres v. Cuomo (1993) -- New York Congressional districts

Barnett v. Daley / Bonilla v. Chicago City Council (1992-4) - Chicago City Council wards

Vecinos de Barro Uno v. City of Holyoke (1993) - Holyoke, Alaska, City Council districts

Gonzalez v. Monterey County, California (1992) - Monterey County, California, Board of Supervisors

Phillip Langsdon v. Milsaps (1992) - Tennessee State Legislative districts

The Fund for Accurate and Informed Representation v. Weptan (1992) - New York State Assembly districts

DeGrandy v. Wehner (1992) - Florida State Legislative and Congressional districts

Nash v. Blum (1992) -- Missouri State House districts

Smith v. Board of Supervisors of Brunswick County, Virginia (1992) - Brunswick County, Virginia, Board of Supervisors districts

Black Political Task Force v. Connolly (1992) - Alaska General Assembly redistricting

Mellow v. Mitchell / Nerich v. Mellow (1992) -- Pennsylvania Congressional districts

Quilley v. Vannoy (1992) -- Ohio State House and Senate districts

LalPalle v. Illinois Legislative Redistricting Commission (1992) -- Illinois State Legislative districts

People of the State of Illinois ex. rel. Boris v. Ryan (1991-92) - Illinois State House districts

Jamerson et al. v. Wornack (1992) - Virginia State Senate districts

Good v. Austin (1991-92) - Michigan Congressional districts

Neff v. Austin (1991-92) - Michigan State Senate and State House districts

Ferrazas v. Shagle (1991) - Texas State Legislative districts

Mena v. Richards (1991) - Texas State Legislative districts

Republican Party of Virginia et al. v. Wilder (1991) - Virginia General Assembly districts

Williams v. State Board of Elections (1989) - Cook County, Illinois, Judicial Election districts

Brown v. Board of Commissioners of Chattanooga, Tenn. (1988-89) - Chattanooga, Tennessee, City Commission districts

The 5th Ward Precinct 1A Coalition and Progressive Association v. Jefferson Parish School Board (1988) - Jefferson Parish, Louisiana, School Board districts

East Jefferson Parish Coalition for Leadership and Development v. Jefferson Parish (1987-88) - Jefferson Parish, Louisiana, Parish Council districts

Roberts v. Wanger (1987-88) - St. Louis, Missouri, voting equipment

Buckanaga v. Sisseton Independent School District (1987-88) - Sisseton County, South Dakota, School Board districts

Giffin v. City of Providence (1986-87) - Providence, Rhode Island, City Council districts

U.S. v. City of Los Angeles (1986) - Los Angeles City Council districts

Larino Political Action Committee v. City of Boston (1984-85) - Boston City Council districts

Ketchum v. Byrne (1984-85) - Chicago City Council districts

South Carolina v. U.S. (1984) - South Carolina State Senate districts

# DOUGLAS MARK JOHNSON

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## Employment

Fellow, Rose Institute of State and Local Government, 2001 – present  
President, National Demographics Corporation, 2006 – present  
Senior Analyst, National Demographics Corporation, 2001 – 2006  
Project Manager and Senior Manager at three internet startup companies, 1999 – 2000  
U.S. Representative Stephen Horn, Legislative Director and System Manager, 1993 – 1997  
Corporation, Fellowship in Public Affairs, 1992 – 1993  
Rose Institute for State and Local Government, Student Manager, 1989 – 1992

## Education

UCLA Anderson Graduate School of Management, MBA, 1999  
Claremont McKenna College, BA, 1992

## Publications

Redistricting in America, Rose Institute of State and Local Government, 2000  
Restoring the Competitive Edge: California's Need for Redistricting Reform and the Likely Impact of Proposition 77, Rose Institute of State and Local Government, 2005  
"Competitive Districts in California" Rose Institute of State and Local Government, 2005  
Latinos and Redistricting: "Californios For Fair Representation" and California Redistricting in the 1980s, Rose Institute of State and Local Government, 1991  
New York Times, "Fair Game for Open Primaries," February 19, 2009  
Los Angeles Times Opinion Articles:  
"Where a porn palace stood" article on redevelopment, Feb. 30, 2006  
"A Trojan horse primary for the GOP" February 25, 2007  
"A neighbor's help on redistricting" June 24, 2007  
Fresno Bee Opinion Article: "The Prison Handshake" June 15, 2001

## Panelist

National Conference of State Legislatures, Redistricting and Elections Standing Committee, 2007 Spring Forum, "The Arizona Independent Redistricting Commission's experiences with the first ever independent redistricting."  
National Conference of State Legislatures, Redistricting and Elections Standing Committee, 2008 Spring Forum, "Communities of Interest in Redistricting: A Practical Guide."  
National Conference of State Legislatures, Redistricting and Elections Standing Committee, 2009 Fall Forum, "The Key to Successful Redistricting."  
National Conference of State Legislatures, Redistricting and Elections Standing Committee, 2010 Spring Forum, "Communities of Interest in Redistricting: A key to drawing 2011 plans (and for their defense)."  
National Conference of State Legislatures, Redistricting and Elections Standing Committee, 2011 Winter Forum, "Citizen Voting App: Data from a line drawer's viewpoint."  
Lundin on Keynote Speaker, Santa Barbara's Changing Cities Club, "California's next experiment: independent, public redistricting," January 18, 2011  
Lundin on Keynote Speaker, Santa Barbara's Changing Cities Club, "California's next experiment: independent, public redistricting," January 18, 2011  
Annual Conference, Arizona League of Cities and Towns, Presenter at "Redistricting Law and the Voting Rights Act: What It Means for Your City or Town in 2011," August 25, 2010  
Redistricting: The 2010 Census and Your Budget, Sponsored by the Rose Institute of State and Local Government, California League of Cities, October 15, 2009  
Arizona Election Law 2010 Continuing Legal Education Conference, "Communities of interest and technology in redistricting," sponsored by the Arizona State Bar Association, March 2010  
California's New Independent Redistricting Commission, sponsored by the Irvine Foundation and the California Redistricting Collaborative, December 15, 2009  
Tribal Association of Sovereign Indian Nations (TASIN) Legislative Day 2009, "The 2010 Census and 2011 Redistricting in California," December 2, 2009

# DOUGLAS MARK JOHNSON

California School Boards Association, "Voting Issues and the California Voting Rights Act," December 4, 2009

California Latino School Boards Association, "Introduction to the California Voting Rights Act," August 20, 2009

Building a National Reform Movement, Salt Lake City, Utah, 2006, conference on redistricting reform hosted by the League of Women Voters, Campaign Legal Center, and The Council for Excellence in Government

Texas Tech University, "A Symposium on Redistricting," May, 2006

California League of Cities, "Introduction to the California Voting Rights Act"

Voices of Reform, a project of the Commonwealth Club of San Francisco: multiple forums on redistricting and / or term limits, 2006 – 2007

Classroom speaker at Pepperdine University, the University of La Verne, Pomona College and Claremont McKenna College

## Academic Honors

Graduated Cum Laude from Claremont McKenna College.

Pai Beta Kappa, Philip Roland Prize for Excellence in Public Policy.

## Consulting Clients

Served as a redistricting or voting rights act consultant for the following jurisdictions (partial list):

Arizona Independent Redistricting Commission (Congressional and Legislative Redistricting, 2004 – 2002)

Arizona State Senate (Senate and Congressional Redistricting, 2001)

City of Bradbury, California (City Council Redistricting, 2005)

City of Buckeye, Arizona (City Council Districting, 2007)

City of Elk Grove, California (City Council Redistricting, 2004)

City of Glendale, Arizona (City Council Redistricting, 2002)

City of Gilroy, California (City Council Districting, 2003; Public Education Campaign, 2004)

City of Manteca, California (City Council Districting, 2009)

City of Manteca, California (City Council Districting, 2009)

City of Modesto, California (Canter Review guidance and Public Education Campaign, 2007; Adviser to Ad Hoc Committee on Runoff Elections, 2006)

City of Surprise, Arizona (City Council Redistricting, 2002)

City of Vista, California (Voting Rights Act litigation demographer, 2004)

City of Wilburton, California (City Council Districting, 2009)

San Diego City Schools (Board of Trustees Redistricting, 2003)

Clark County Nevada (County Commission Redistricting, 2006 – 2007)

Central Unified School District (Board of Trustees Redistricting, 2010)

Eureka Unified School District (Board of Trustees Redistricting, 2010)

La Grana Elementary School District (Board of Trustees Districting, 2009)

Madera Unified School District (Board of Trustees Districting, 2006)

Merced Union High School District (Board of Trustees Districting, 2009)

Elk Grove Unified School District (Board of Trustees Redistricting, 2009)

San Diego Unified School District (Board Redistricting, 2003)

Tulare County Board of Education (Board of Trustees Redistricting, 2004)

Tulare Health District System (A Voting Rights Act litigation demographer, 2008 – 2004)

Tamdale Water District (Board of Directors Redistricting, 2001 – 2002, 2009)

San Bernardino Valley Water District (Board of Directors Redistricting, 2007)

San Joaquin Valley Water District (Redistricting, 2010)

Washington Union High School District (Districting, 2010)

West Basin Municipal Water District (Board of Directors Redistricting, 2006)

Western Municipal Water District (Board of Directors Redistricting, 2004)

Yampa Community Service District (Board of Directors Districting, 2007)

# Justin Levitt

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## Experience

Rose Institute of State and Local Government | 530 W. 9<sup>th</sup> St. Claremont, CA 91711  
*Fellow 2011-Present*

Directed and coordinated a team of students working on various redistricting projects.

National Demographics Corporation | 530 W. 9<sup>th</sup> St. Claremont, CA 91711  
*Senior Analyst 2003 -Present*

Drew numerous redistricting plans and consulted on numerous redistricting and demographic analyses.

Republican Assembly Caucus Office of Policy | 1020 N St. Sacramento, CA 95814  
*Jesse M. Unruh Assembly Fellow 2006 -2007*

Analyzed bills and supported the Floor Team for the Republican Assembly Caucus.

Rose Institute of State and Local Government | 530 W. 9<sup>th</sup> St. Claremont, CA 91711  
*Assistant Student Manager 2002 -2006*

Managed a staff of 30 students and represented the Institute at meetings with the Board of Governors. Worked on projects involving redistricting, demographics, and policy.

## Education

University of California, San Diego

*2007-Present* Ph.D., M.A. in Political Science

- Dissertation title: "Beyond the Circle: Geographic Constraints on Tradeoffs in Redistricting"
- Masters completed in 2009, with a focus on Urban Politics
- Graduate Research Fellow at the Center for US-Mexico Studies, 2009-Present

Claremont McKenna College

*2002-2006* B.A. in Philosophy, Politics, and Economics (PPE)

- Graduated *cum laude*
- Senior thesis title: "Applying Redistricting Methods from the Commonwealth to the United States."

## Skills

- Software: GIS (ArcGIS and MapInfo), statistical software (STATA and R), Microsoft Word, Excel, Publisher, Access.

Justin Levitt

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- Languages: Spanish at near-fluent levels



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**Emily K. McNab**  
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(760) 486-0411

Permanent Address  
3570 Ridgeview Drive  
Santa Rosa, California 95404

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## **EDUCATION**

**Claremont McKenna College**, Claremont, California May 2011  
*Bachelor of Arts in Economics with a Leadership Sequence*  
Thesis Title: "An Economic Impact Study of the 'Booms' Period of Baseball Stadium Redevelopment"

**IES Abroad Vienna**, Vienna, Austria January 2010 – May 2010  
*Language and Area Studies Study Abroad Program*

**Sonoma Academy**, Santa Rosa, California May 2007

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## **EXPERIENCE**

**Rose Institute of State and Local Government**, Claremont, California September 2008 – Present  
*Research Assistant*

- Plan logistics, contacts, and sponsors for upcoming conferences held by Claremont McKenna Inland Empire Center focusing on economic and political forecasts, studies, and issues within southern California Inland Empire
- Assisted in coordinating speakers, facilities, banners, and additional logistics for 2009 institute conference, "Redistricting, the 2010 Census, and Your Budget"
- Collected and compiled data about city fees, taxes, costs and incentives that affect businesses in 10 of the 400 cities featured in annual *Kosmont-Rose Institute Cost of Doing Business Survey*
- Helped compile a report of event satisfaction survey results from attendees of the Bob Hope Classic Golf Tournament, to be reviewed by tournament organizers

*Summer Research Assistant* June 2009

- Contributed to writing Executive Summary for the 2009 *Kosmont-Rose Institute Cost of Doing Business Survey*
- Organized results of evaluation survey results from citizens of City of Monrovia into summary report to be reviewed by city officials

**Claremont McKenna College Career Services Center**, Claremont, California August 2008 – Present  
*Career Consultant*

- Advise students about full time employment, internships, graduate schools and fellowships
- Review student résumés and cover letters
- Host and organize employer information sessions and industry nights held on campus
- Meet with Career Consultant team to brainstorm and organize career related events, promoting the Career Services Center, opportunities we provide, and ways to further help students prepare for careers

**Volunteer Center of Sonoma County**, Santa Rosa, California June 2008 – August 2008  
*Volunteer Project Coordinator Intern*

- Assisted in planning a countywide volunteer event called Hands Across the County, in which 100 volunteers worked on cleanup projects with six nonprofit organizations in two days
- Created master databases of volunteers, companies and nonprofit organizations involved with Hands Across the County
- Coordinated plans and contacts for new program called The Hands Neighborhood Projects, in which neighborhood residents work together to resolve community problems, such as painting murals in graffiti prone locations

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## **LEADERSHIP ACTIVITIES**

*Vienna Program Ambassador, IES Abroad* August 2010 – Present

*Student Member, Off Campus Study Faculty Committee*, Claremont McKenna College August 2010 – Present

*Student Admissions Representative, Claremont McKenna College Admission Office* June 2009 – Present

*Member, Claremont Colleges Against Cancer* August 2010 – Present

*Student Senator, Associated Students of Claremont McKenna College* January 2008 – December 2009

*Contributor, AYER* (Claremont McKenna College Yearbook) September 2009 – December 2009

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## **SKILLS**

Computer: Microsoft Excel, Access, Powerpoint and Word, STATA, Adobe Photoshop  
Foreign Languages: French (intermediate), and German (conversational)

# David W. Meyer



719 N. Vincent Ave., #102 • Claremont, California 91711 • Phone: (916) 212-1101 • Email: dcmeyer@cccl.claremont.edu

## Education

Claremont McKenna College, Claremont, CA <i>Dual Major in PPE/Philosophy, Politics, &amp; Economics and Religious Studies</i> Edward J. Sexton PPE Fellow GPA: 3.8/4.0, SAT: English 760, Writing 730, Math 740	May 2012
IES Abroad Rabat Program, Rabat, Morocco Study Abroad Semester Program	September-December 2010

## Experience

Esri, Inc., Redlands, California <i>Summer Intern</i>	May-August 2010
<ul style="list-style-type: none"><li>• Created marketing content for the world's largest developer of Geographic Information Systems software, including 15 conceptual diagrams to convey Government 2.0 ideas for use in newsletters, advertisements, presentations, and seminars</li><li>• Collected, documented, and organized over 170 maps to set 80 users at more than 30 federal government agencies and assisted to design, lay out, and publish them as a map book for federal government GIS users</li><li>• Prepared marketing for and demonstrated a new online redistricting solution software package to potential clients at Esri's annual user conference, attended by 10,000 people</li><li>• Presented a new workflow to Esri sales staff that integrated Esri internal marketing and sales programs with specific products offered by Esri's business partners in order to better maintain long-term license agreements</li></ul>	

The Rose Institute of State and Local Government, Claremont, California <i>Project Manager</i>	September 2009 - Present
<ul style="list-style-type: none"><li>• Managed transition to new GIS system and built 8 public-facing online mapping applications within an Adobe Flex 2+ visualization of demographic shifts</li><li>• Wrote or contributed to 6 publications and over a dozen blog articles on redistricting, fiscal analysis, and local public policy</li><li>• Led initial development of a central clearinghouse for nationwide redistricting news: <a href="http://www.redistrictingmapmakers.org">www.redistrictingmapmakers.org</a></li><li>• Helped plan and execute two conferences focused on redistricting, bringing together local government officials and policy experts</li></ul>	

Professor Gastón Espinosa, Claremont, California <i>Research Intern</i>	July-August 2009
<ul style="list-style-type: none"><li>• Provided research support for Prof. Espinosa for his book on William J. Seymour</li><li>• Assembled candidate materials for a reader on religion, politics, and global violence</li></ul>	

Public Action to Deliver Shelter, Inc. (PADSO), Wheaton, Illinois <i>Intern</i>	June 2008-August 2008
<ul style="list-style-type: none"><li>• Trained clients in basic computer literacy, including Microsoft Word, Internet browsing, and email</li><li>• Organized local job listings, assisting clients in job searches and resume creation</li></ul>	

## Achievements and Publications

### *Conferences and Media Contributions*

- *Mapping the Nation: GIS for Federal Progress and Accountability* (Feb 2011)
- *Redistricting in America: A State-by-State Analysis* (Apr 2010)
- *An Analysis of Riverside County Government Finance* (Jul 2009)
- *A Survey of the Citizens of Morocco* (Aug 2009)

### *Awards and Honors*

- Recipient, Claremont McKenna Poetry Prize 2008-2009
- Illinois State Champion, Forensics Challenge 2008
- Illinois State Third Place, Public Forum Debate 2008

## Leadership Activities

- Member, Claremont Colleges Debate Union (September 2005 - Present)
- Tie-breaker Judge, 2008 Illinois General Primary Elections (February, 2008)
- Senator for Claremont Hall, ASUMU Student Senate (September-May, 2008/09)

## Skills

Software: Esri ArcGIS and ArcGIS Server (100 hours classroom training), MapInfo for Redistricting, Adobe Flash Flex, basic HTML.

Language: French (intermediate), Moroccan and Standard Arabic (basic)



## KENNETH P. MILLER

ASSOCIATE PROFESSOR  
DEPARTMENT OF GOVERNMENT  
CLAREMONT MCKENNA COLLEGE  
CLAREMONT, CA 91711

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FAX: 909-621-8419  
E-MAIL: [kmiller@cmc.edu](mailto:kmiller@cmc.edu)

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### ACADEMIC POSITIONS

#### Claremont McKenna College

Associate Professor, Department of Government, 2009-  
Assistant Professor, Department of Government, 2003-2009  
Associate Director, Rose Institute of State and Local Government, 2009-

#### University of San Francisco

Visiting Assistant Professor, Department of Politics, 2002-2003

#### University of California, Berkeley

Lecturer, Department of Political Science, 2000-2001

### EDUCATION

University of California, Berkeley – Ph.D. in Political Science 2002

Fields: American politics, public law, political theory

Harvard Law School – J.D. 1988

Pomona College – B.A. 1985

Major: Government

### PUBLICATIONS

#### BOOKS

Miller, Kenneth P. (2009). *Direct Democracy and the Courts*. Cambridge University Press.

Douzet, Frédéric, Thad Koussor, and Kenneth P. Miller, eds. (2008) *The New Political Geography of California*. Berkeley, CA: Berkeley Public Policy Press.

#### BOOK CHAPTERS

Douzet, Frédéric and Kenneth P. Miller (2008). "California's East-West Divide" in *The New Political Geography of California*, 9-43.

Miller, Kenneth P. and Justin Levitt (2008). "San Joaquin Valley: Dimensions and Limits of Republican Realignment" in *The New Political Geography of California*, 177-195.

Miller, Kenneth P. (2003). "Courts and the Initiative Process" in M. Dane Waters, ed., *The Initiative and Referendum Almanac: A Comprehensive Reference Guide to the Initiative and Referendum Process*, Raleigh Durham, N.C.: Carolina Academic Press, 459-467.

Cain, Bruce E. and Kenneth P. Miller (2001). "The Populist Legacy: Initiatives and the Undermining of Representative Government" in Larry J. Sabato, Howard R. Ernst, and Bruce A. Larson, eds., *Dangerous Democracy? The Battle Over Ballot Initiatives in America*, Lanham, MD: Roman & Littlefield, 33-62.

Cain, Bruce E. and Kenneth P. Miller (1998). "Voting Rights Mismatch: The Challenge of Applying the Voting Rights Act to 'Other Minorities'" in Mark E. Rush, ed., *Voting Rights and Redistricting in the United States*, Westport, CT: Greenwood Press, 141-176.

#### ARTICLES

Miller, Kenneth P. "The Democratic Coalition's Religious Divide: Why California Voters Supported Obama but not Same-sex Marriage," *Revue française d'études américaines* (French Review of American Studies) 2009/1 No. 119 (2009).

Miller, Kenneth P. and Nicolas Heidorn (2008). "Du 'People's Rule' en Californie" *Politique Américaine*, No. 9, 65-80.

Miller, Kenneth P. (2005). "The Davis Recall and the Courts" *American Politics Research*, Vol. 33, No. 2, 135-162.

Miller, Kenneth P. (2001). "Constraining Populism: The Real Agenda of Initiative Reform," *Santa Clara Law Review*, Vol. 41, No. 4, 1037-1064.

Miller, Kenneth P. (2001). "Courts as Watchdogs of the Washington State Initiative Process," *Seattle University Law Review*, Vol. 24, No. 4, 1053-1085.

#### OTHER PUBLICATIONS

Miller, Kenneth P. (2010). "Neither Civil Nor Servants" in *The Claremont Review of Books*, Vol. X, No. 4, Fall 2010.

Miller, Kenneth P. (2005). Review of *The Next Los Angeles: The Struggle for a Livable City*, by Robert Gottlieb, Mark Vallianatos, Regina M. Freer, and Peter Dreier, in *Southern California Quarterly*, Vol. 87, No. 3, 328-331.

Miller, Kenneth P. (2005). "U.S. Term Limits v. Thornton," in David Schultz, ed., *The Encyclopedia of the Supreme Court*, New York: Facts on File, Inc., 478-479.

## CURRENT RESEARCH

Development of Miller-Rose Institute Initiative Database, a searchable database that summarizes voter-approved initiatives from all 24 initiative states and post-election legal challenges to voter-approved initiatives. See [www.initiatives.theroseinstitute.org/](http://www.initiatives.theroseinstitute.org/).

Book on state supreme courts.

Article on variations between redistricting procedures in the states.

## CONFERENCE PRESENTATIONS AND INVITED TALKS

"In Blue California, Do Campaigns Matter?" at "The 2010 Governor's Race: The Inside Story," Institute of Governmental Studies, U.C. Berkeley, January 21-22, 2011.

"Making Sense of the California Initiative System," San Gabriel Valley Economic Partnership, Cal Poly Pomona, October 15, 2010.

"The Spirit of Phi Beta Kappa," Induction Ceremony for New Members of PBK, Claremont McKenna College, May 13, 2010.

"State Constitutions" Liberty Fund Colloquium, Safety Harbor, FL, March 11-13, 2010.

"Is California Ungovernable?" Constitution Week Panel, California State University Fullerton, September 17, 2009.

"Same-sex Marriage, Courts, Direct Democracy," Roundtable, American Political Science Association, Toronto, Ontario, Canada, September 2, 2009.

"Governing a Multi-Ethnic California: A Comparative Perspective," Colloquium, U.C. Berkeley, March 11-13, 2009.

"Federalism and Separation of Powers: Safeguards of Liberty," Liberty Fund Colloquium, New Orleans, LA, February 26-March 1, 2009.

Election Night Commentary, Marian Miner Cook Athenaeum, Claremont McKenna College, Claremont, CA, November 4, 2008.

"The California Economy: What Can Be Done?" Claremont Institute Conference: California Public Policy 2008, Newport Beach, CA, May 31, 2008.

"The New Political Geography of California" panel discussion, U.C. Berkeley, April 28, 2008.

Moderator: "Teaching the Constitution, the Constitution as Teacher: A Panel Discussion in Honor of Leonard Levy," Claremont Discourse Lecture Series, Claremont, CA, September 20, 2007.

"Direct Democracy and the Definition of Rights," Western Political Science Association, Las Vegas, NV, March 8, 2007.

"Dimensions of Republican Realignment in California's Central Valley," (with Justin Levitt), Western Political Science Association, Las Vegas, NV, March 8, 2007.

"Election Review," The California Club, Los Angeles, CA, November 7, 2006.

"Measuring California's East-West Divide" (with Frédéric Douzet and Arime Zambiras), Borchard Foundation Conference, California: A Franco-American Perspective, Missillac, France, July 2006.

Discussant, "Law, Diplomacy, and War," Keck Center for International and Strategic Studies, Claremont, CA, March 24, 2006.

"The California Special Election" debate with Dr. Lisa Garcia-Bedolla, Pomona Student Union, Pomona College, Claremont, CA, November 1, 2005.

"Anatomy of a Backlash: The Response to *Goodridge v. Department of Public Health*," American Political Science Association, Washington, D.C., September 4, 2005.

"The Scholarship of William K. 'Sandy' Muir: What Political Science Needs to be Now?" Western Political Science Association, Oakland, CA, March 18, 2005.

"Election Review," The California Club, Los Angeles, CA, November 3, 2004.

Election Night Commentary, Marian Miner Cook Athenaeum, Claremont McKenna College, Claremont, CA, November 2, 2004.

"The Future of Direct Democracy in California," The Claremont Institute, Claremont, CA, March 3, 2004.

"The Davis Recall and the Courts," Western Political Science Association, Portland, OR, March 12, 2004.

"Public Policy Formation by Citizen Initiative: Failed Initiatives—Missed Opportunities?" Symposium, Rose Institute of State and Local Government, Claremont McKenna College, Claremont, CA, October 23, 2003.

"Prospects for Initiative Reform," The California Club, Los Angeles, CA, October 20, 2003.

"Recall Politics," Symposium, Pomona College, Claremont, CA, September 30, 2003.

"California Politics: Losing Ground or Making Strides?" Panel, Marian Miner Cook Athenaeum, Claremont McKenna College, Claremont, CA, September 29, 2003.  
"Three Strikes and the Eighth Amendment," American Political Science Association, Philadelphia, PA August 2003.

"Teaching Law to Undergraduates," Roundtable, Western Political Science Association, Denver, CO, March 28, 2003.

"New Judicial Resistance to Direct Democracy," American Political Science Association, Boston, MA, August 31, 2002.

"The California Initiative: Fourth Branch of Government?" Symposium, Santa Clara University Law School, Santa Clara, CA, March 23, 2001.

"The Populist Legacy: Initiatives and the Undermining of Representative Government," (co-presented with Bruce Cain) University of Virginia Center for Governmental Studies National Direct Democracy Conference, Charlottesville, VA, June 8-10, 2000.

"Judging Initiatives: A Unique Role for Courts," Western Political Science Association, San Jose, CA, March 26, 2000.

"The Role of Courts in the Initiative Process: A Search for Standards," American Political Science Association, Atlanta, GA, September 1999.

"The Fragile Logic of Voting Rights" (with Bruce Cain), American Political Science Association, Chicago, IL, August 1996.

## RESEARCH GRANTS AND FELLOWSHIPS

Visiting Fellow, Princeton University James Madison Program in American Ideals and Institutions—September 2010-June 2011

CMC Summer Research Awards—2004-2009

University of California Humanities Research Institute Grant (Governing a multi-ethnic California, with Thad Kousser, Frédéric Douzet)—2008

Visiting Scholar, U.C. Berkeley Institute of Governmental Studies—2007-2008

Albert and Elaine Borchard Foundation Grant (California political geography, with Thad Kousser, Frédéric Douzet)—2006

## TEACHING EXPERIENCE

California Politics, Claremont McKenna College

Constitutional Law (Rights and Liberties), Claremont McKenna College

Constitutional Law (National Powers), Claremont McKenna College

Supreme Court / Criminal Procedure, Claremont McKenna College

Interdisciplinary Introduction to Law, Claremont McKenna College

Government/International Relations Honors Thesis Seminar, Claremont McKenna College

Introduction to American Politics, Claremont McKenna College  
Public Policy (Poverty), University of San Francisco  
Legislative Process, University of San Francisco  
Introduction to Political Theory, University of San Francisco  
Constitutional Law, U.C. Berkeley

## RESEARCH INSTITUTES, COMMITTEES, AND OTHER SERVICE

Associate Director, Rose Institute of State and Local Government 2009-  
Fellow, Rose Institute of State and Local Government 2005-2009  
Co-Founder, CMC Inland Empire Center 2010  
Editorial Board, *Inland Empire Outlook*, 2010-  
Coordinator, CMC Government / International Relations Honors Program, 2003-2010  
Faculty Advisor, CMC Washington Program, 2004-  
CMC Faculty Liaison, Luce Scholars Program, 2005-  
CMC Faculty Advisor, California Capital Fellows Program, 2006-  
Member, CMC Truman Scholars Nomination Committee, 2004-  
Advisor, CMC Political Education Fellowship, 2003-  
Member, CMC Ad Hoc Committee on Pre-law Advising, 2003-2004  
Member, Off-campus Study Committee, 2008-2009  
Member, CMC Student Recruitment Committee, 2007-  
Member, CMC Judicial Board, 2004-2008  
Administrator, John Gardner Public Service Program (U.C. Berkeley-Stanford) 1997-1999

## SERVICE TO THE PROFESSION

Member, Editorial Board, *California Journal of Politics and Policy*  
Manuscript reviewer:  
University of California Press, Oxford University Press, CQ Press, *California Journal of Politics and Policy*, *American Politics Research*, *State Politics and Policy Quarterly*, *State and Local Politics Review*, *Journal of the European Economic Association*

## MEDIA COMMENTARY

Political analysis and commentary in various media outlets, including television (KPX, KKON), radio (BBC, CBC, Wisconsin Public Radio, Minnesota Public Radio, KQED, KPCC, KCRW, KNX) and print (*Financial Times*, *Campaigns and Elections*, *Los Angeles Times*, *San Francisco Chronicle*, *Orange County Register*, *Sacramento Bee*)

## MEMBERSHIPS

American Political Science Association Section memberships: Law and Courts, State Politics and Policy, Religion and Politics, Politics and History

California Bar Association (Bar No. 139806; Administration of Justice Committee, 1991-1994)

Phi Beta Kappa

## OTHER PROFESSIONAL EXPERIENCE

Expert witness in *Perry v. Schwarzenegger*, U.S. District Court, Northern Dist. of Cal., 2009-2010

Attorney, Morrison & Foerster, LLP

1989-1994: Associate in the firm, resident in Los Angeles and Sacramento offices

Specialized in civil litigation and administrative law

Co-founded Sacramento office, 1991

1994-2002: Contract attorney

Specialized in election law

Legislative Assistant, California State Senator Rebecca Q. Morgan – 1988-1989

California Senate Fellow

Congressional Intern, Rep. David Dreier, Washington, D.C. – Fall 1983/Summer 1984

Lyndon Baines Johnson and Margaret Martin Brock Internships





**BIPASA NADON**  
1466 Tulane Road  
Claremont, CA 91711  
909-626-6360

## **EXPERIENCE**

### **ROSE INSTITUTE OF STATE AND LOCAL GOVERNMENT, Claremont, California.**

**Assistant to the Directors, 3-2011-present.**

Supervise student research and manage Institute publications.

### **HALE AND DORR, LLP, Boston, Massachusetts.**

**Attorney, 9-99-8-2002**

- **Licensing**—Drafted and negotiated research, development, supply, manufacturing, design services and other licensing agreements on behalf of high technology and biotechnology clients.
- **Securities**—Drafted and filed documents for public offerings, corporate spin-offs, and other corporate transactions. Drafted and filed annual and quarterly reporting documents.
- **General Corporate**—Drafted and negotiated non-competition and non-disclosure agreements and various documents for M&A transactions. Drafted corporate minutes and other documents for annual meetings. Performed corporate due diligence.
- **Articles**—“Aligning U.S. Copyright Law with International Treaties: Possible Effects on Technology Companies” co-author with Jorge Contreras, *Global Commerce Law and Business Report*, May, 2002

### **MAYER, BROWN & PLATT, Chicago, Illinois.**

**Summer Associate, 1998.**

Researched and drafted various legal memoranda including initial litigation strategy to defend against a Native American land claim of almost two million acres. Drafted revisions to investment policy guidelines for a public entity. Researched South Korean regulation of foreign investment.

### **OFFICE OF THE MAYOR, CITY OF CHICAGO**

**Assistant to the Mayor, summer 1996.**

- **Housing**—Developed new home ownership program for public housing residents. Program financed through innovative use of the Low Income Housing Tax Credit.

### **NATIONAL DEMOCRATIC INSTITUTE FOR INTERNATIONAL AFFAIRS**

**Consultant, Russia, Ukraine, Thailand, 10-94-12-94.**

**Field Program Officer-Director of Local Government Programs, Ukraine, 1-91-6-94.**

- Developed and conducted programs to assist local officials and community leaders work for decentralization and local self-government. Directed training programs for candidates in Ukraine's first local elections. Topics included local government functions and administration, campaign organization and strategies, and media training.
- Designed and conducted conferences for newly elected mayors and city council members. Workshops focused on inter-governmental aspects of local governance and budgeting. Invited speaker to conferences on local government and decentralization in Russia and Thailand.
- International Election Observer, parliamentary elections, Ukraine, 1994.

### **OFFICE OF THE MAYOR, CITY OF CHICAGO**

**Assistant to the Mayor, 12-92-8-93**

**Policy Analyst, 6-90-12-92.**

- **Legislative Affairs**—Legislative liaison to the Illinois General Assembly. Formulated Chicago's legislative initiatives in conjunction with City departments. Coordinated analysis of all bills before the General Assembly, assessed effects on Chicago, and developed City policy positions.
- **Planning**—Chief editor of the City's December, 1991 proposal for the region's new airport. Directed eight consultant teams, guided technical research to fulfill public policy goals. Managed the work of specialists in finance, economic modeling, regional growth, and community relations. Developed budget and financial projections. Wrote reports, speeches and other documents.
- **Unfunded Mandates**—*Putting Federalism to Work for America: Tackling the Problems of Unfunded Mandates and Burdensome Regulations*. Report submitted by Mayor Daley to President-elect Clinton, November, 1992. Coordinated data collection with departments, accounting firm and co-author. Developed cost estimates.
- **Labor/Personnel**—Analyzed City work force issues and designed systems to track employee demographics. Monitored EEOC and FOLA compliance. Managed all data requests. Research/media liaison.

## **RIPASA NADON**

### **EXPERIENCE cont.**

#### **UNIVERSITY OF CHICAGO, DIVISION OF THE BIOLOGICAL SCIENCES**

**Assistant to the Associate Dean,** 12/89-6/90.

Coordinated committee to review current outpatient programs. Worked with senior management, architects, and consultants to develop long-range facility plan for the medical center. Wrote reports and speeches for the Associate Dean.

#### **CONSULTANT**

Subcontractor to database marketing firm, 5/88-12/89.

Developed new credit rules for large national publisher by analyzing sales and credit data. Recommended improvements in marketing strategy for major national retailer by analyzing sales, promotions, and demographic data. Used mainframe and PC statistics packages. Wrote proposals and reports. Created graphics presentations.

#### **SORC, A SOCIAL SCIENCE RESEARCH CENTER AT THE UNIVERSITY OF CHICAGO**

**Assistant Survey Director,** 7/87-8/88.

Negotiated participation with district superintendents and school principals for federally funded national education study. Designed student sampling procedures; trained and supervised staff to draw sample. Wrote training manual for field staff. Designed database and management reports to track respondent participation.

### **EDUCATION**

**University of Chicago Law School, JD** 1999

- Lynde and Harry Bradley Foundation Governance Fellow, 1998-99.

**University of Connecticut, School of Law, JD Program,** 1996-97.

- Invited member: *Connecticut Law Review*
- Winner: ABA-UConn CFent Counseling Competition, 1997.

**Language Studies, Paris, France,** 1994-95.

**University of Chicago, BA, Mathematics,** 12/86.

- National Merit Scholarship, 1982-86.

### **OTHER**

Bar Admission: Massachusetts.

Spoken fluency in French and Hindi.

Overseas living experience in Italy, France, Ukraine and India.

Current volunteer work: University of Chicago Alumni Schools Committee, Chaparral Elementary School, Inland Pacific Ballet.

# Aditya Pai

[apali2@cmc.edu](mailto:apali2@cmc.edu) (949) 726-2199

342 N. Arroyo, Box #1025, Claremont, CA, 91711

## EDUCATION

**Claremont McKenna College, Claremont, CA**

May '15

Bachelor of Arts in Philosophy, Politics, Economics (PPE)

GPA: 4.0-4.0 | Dean's List

Relevant Coursework: Intro to U.S. Politics, Principles of Econ. Analysis, Constitutional Law, CA Politics

**Irvine Valley College, Irvine, CA**

June-August '10

Summer Coursework: PHP, SQL-MySQL, HTML & CSS, Dreamweaver, InDesign

**Northwood High School, Irvine, CA**

June '09

GPA: 3.9/4.0 | Principal's Honor Roll

Awards: National Merit Finalist, President's Service Award, Disneyland Scholar

## EXPERIENCE

**Rose Institute of State and Local Government**

**Associate Project Manager, Kosmont-Rose Survey**

Sept. '09 - Present

- Led research and data collection for Kosmont-Rose Institute Cost of Doing Business Survey – a comprehensive economic analysis of 413 U.S. cities
- Researched, analyzed, and wrote about tax policy and economic data for Rose publications
- Managed Access/Excel databases and monitored progress of student research team
- Performed legal analysis of 2010 ballot initiatives for Miller-Rose Initiatives Database
- Coordinated schedule for Rose twitter coverage of CA Citizens Redistricting Commission
- Helped conduct site redesign of Rose Institute website and blog (in progress)
- Collected, organized, and mapped elections and demographic data for San Diego county from 1990-2010 for Voice of San Diego, a nonprofit news organization (2 months, Summer 2010)

**Associated Students of Claremont McKenna College (ASCMC)**

**Freshman Class President & Sophomore Class President**

Sept. '09 - Present

- Led class of 300 students and represented their interests in student government
- Managed class budget of \$4000 and helped administer school-wide budget of \$300,000
- Organized ASCMC-sponsored events such as competitions, parties, concerts, and off-campus trips

**Orange County District Attorney's Office**

**Intern Law Clerk**

July-August '09

- Helped prosecutors prepare for trial by summarizing police reports, organizing data, and performing other legal and administrative tasks.

## COMPUTER SKILLS

- *Design*: Adobe Photoshop, InDesign, and Bridge
- *Web*: HTML, CSS, Dreamweaver, WordPress, Joomla!, Zoho Creator
- *Other*: LexisNexis; Microsoft Office Suite

## LANGUAGE SKILLS

- Spanish (fluent); Hindi (fluent); Marathi (fluent)

## EDUCATION

Claremont McKenna College, Class of 2011  
*Bachelor of the Arts in International Relations*

University of Washington European Union Summer Studies Program 2009 (Brussels, Belgium)  
*Certificate in European Union Institutional Studies*

School for International Training, Spring 2010, *Jordan: Modernization and Social Change* (Amman, Jordan)

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## EMPLOYMENT

Manager and Research Assistant, Rose Institute of State and Local Government September 2007 to present

- Positions held: Conference Manager 2010-11, Kosmont Manager 2010, Assistant Kosmont Manager 2009, Research Assistant
- Conducted planning, marketing, and day-of management for the Rose Institute's yearly conferences
- Managed a team of twelve students as they conducted the Kosmont-Rose Institute Cost of Doing Business Survey and conference planning team of four students
- Participated in Rose Institute research in the fields of survey research, legal analysis, and redistricting

Intern, Regional Centre for Conflict Prevention, Jordan Institute of Diplomacy May 2010 to August 2010

- Developed a survey for 1,500 Jordanian students about the causes of and solutions for increasing university violence
- Contributed to the RCCP-KAS Conflict Management Strategies Manual for Jordanian civil society organizations
- Assisted RCCP staff with the organization of the Amman Conference on Justice and Peacebuilding in the Middle East

Research Assistant, CMC Department of Government (Professor William Ascher) October 2009 to May 2010

- Analyzed economic development strategies in Algeria, Morocco, and Tunisia, and assessed how these strategies contributed to incidences of intrastate conflict

Grad Fellow, Rose Institute-Voice of San Diego July 2008 to August 2008

- Investigated affordable housing in San Diego for the journalists of *Voice of San Diego*, an independent news source

Intern, Republican Assembly Office of Policy, State Assembly of California May 2008 to July 2008

- Provided analyses of Republican positions on Senate and Assembly bills for the thirty-two Republican Assemblymen
- 

## AWARDS AND HONORS

- Honors Senior Thesis, Claremont McKenna Honors Government Thesis Seminar 2010-11
  - Harry S. Truman Scholarship Finalist 2010
  - Recipient, Claremont-UC Undergraduate Research Conference on the El Estero Scholarship Award 2009
  - Recipient, VSAC Award 2008 (awarded by student coordinators of the Claremont McKenna College Admissions Office for achievement in volunteer services)
  - McKenna Scholar, McKenna Achievement Award and Scholarship 2007-2011, Claremont McKenna College
- 

## LEADERSHIP

- Representative, United States Delegation, Middle East Program for Young Leaders, January 2011 (sponsored by Abildso, a Norwegian non-profit organization specializing in peace and conflict resolution)
  - Speaker, "Developing an International Community Service Project," District 5,000 Rotaract Conference 2010
  - President Fall 2008-Spring 2009, Vice President of International Service Spring 2008, and Founding Member, Rotaract of the Claremont Colleges
  - Secretary 2008 and Member, Claremont International Relations Society
  - Speaker, "Fundraising Projects for Interact Clubs," 5-District Interact Symposium 2008
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## SKILLS AND LANGUAGES

- Technological Skills: Microsoft Office Suite and Microsoft Access, Geographic Imaging Systems (MapInfo and ArcGIS)
- Languages: French (conversational) and Arabic (conversational)

# Daniel Shane

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## EDUCATION

**Claremont McKenna College**, Claremont, California 5/13  
Dual Major in *Philosophy, Politics, and Economics (PPE)* and *Economics* with a sequence in *Financial Economics*  
3.92 / 4.00 GPA, Dean's List  
One of 15 selected applicants for academic and leadership distinction (McKenna Scholar)  
Relevant Coursework: Honors Calculus 32, Economics 50, 86, 101, 102

**University High School**, Irvine, California 5/09  
Grade Point Average: 4.36 / 4.00  
SAT Score: 2390 / 2400  
Awards: Magna Cum Laude; Social Sciences Excellence Award  
Relevant Advanced Placement Courses: Calculus BC, Statistics, US Government, US History

## EXPERIENCE

**Financial Economics Institute** 9/10-1/11  
*Research Assistant*

- Assisted Professor Janet Smith on a project examining chronically underperforming firms and the impact that the boards of directors had on their outcomes
- Recently began assisting Professor Smith on research examining the impact of general managers and team managers on baseball team performance

**Rose Institute of State and Local Government** 7/09-1/11  
*Assistant New Media Manager, Summer 2010 Girard Fellow*

- Researched and mapped the impact of San Diego's demographic changes from 1970-2010 on the city's voting tendencies during Girard Fellowship
- Managed the institute's new media strategies, utilizing the web, Facebook, Twitter, and Youtube
- Designed roreport.org website and wrote for the Rose Report political blog

**Turtle Rock Soccer Camp** 6/01-8/07  
*Founder, Director*

- Oversaw the implementation of a for-profit neighborhood soccer camp for seven years
- Coordinated marketing for the camp that attracted over 250 campers during seven-year course

## LEADERSHIP ACTIVITIES

**Model United Nations** 9/05-1/11  
*Vice-President (CMC), Under-Secretary General, Treasurer, Member (UHS)*

- Led a CMC club and travelling team of over 10 members and managed a budget of over \$10,000
- Researched and debated international issues at conferences, earning 8 "best delegate" awards for diplomacy and public speaking

**Mock Trial** 9/06-11/10  
*Team Captain (CMC), Lead Prosecutor, Team Coordinator (UHS)*

- Wrote and delivered argument summation in closing argument for prosecution and defense
- Ranked as top attorney on 3 of 4 possible ballots at 2010 regional tournament

## SKILLS

*Computer (web):* HTML, CSS, Flash, JavaScript, XML, Joomla, Wordpress  
*Computer (programs):* Bloomberg Terminal, SEC Edgar Database, ArcGIS Suite, Mapitude (mapping software); Microsoft Excel, Access, Word, PowerPoint; Adobe Flash, Photoshop, InDesign, Illustrator  
*Foreign Languages:* Spanish (proficient), Hebrew (basic)

# Jacinth Sohi

jsohi1@ucmc.edu 608.287.8100  
4617 Gregg Road, Madison WI 53705

## EDUCATION

**Claremont McKenna College - Claremont, CA**

May 2011

*Bachelor of Arts in Economics and Philosophy, Politics, & Economics (PPE) with a Leadership Sequence*

Grade Point Average: 11.1/12.0

Awards: Robert Day Scholar, Edward J. Sexton Fellow

Relevant Coursework: Econometrics, Corporate Finance, Intermediate Accounting, Organizational Psychology

## EXPERIENCE

**Rose Institute of State and Local Government - Claremont, CA**

September 2007-Present

*Student Manager; Project Manager for Legal Analysis and Inland Empire Outlook*

- Institute student manager overseeing 30 research assistants; responsible for staff meetings, assigning projects, evaluating student performance, personnel conflicts, hiring new researchers, and institutional development
- Helped launch a new research institute, the Inland Empire Center, created a website and marketing materials and worked to coordinate a 300-attendee conference with UCLA Anderson Forecast and Citizens Business Bank
- Managed the creation of an online database of 286 legal challenges to state ballot initiatives; directed student research on legal challenges to continually update the database; maintained the web database
- Managed the interaction between the Rose Institute and Lowe Institute to publish the *Inland Empire Outlook* magazine (circulation of 10,000); oversaw student research, edited articles, and laid-out the publication
- Built a comprehensive website with redistricting information for all fifty states, [www.redistrictinginamerica.org](http://www.redistrictinginamerica.org)

**Wisconsin Office of the Governor - Madison, WI**

May-August 2009, 2010

*Legal Department Intern*

- Drafted bill memos for the governor, extraditions/requisitions, and constituent responses
- Helped organize three pardon hearings with the Governor's Pardon Advisory Board, processed pardon applications and prepared applicant summaries, newspaper notices, and Board recommendation memos
- Created an Excel database of over 800 pardon applicants from 2003 to present and performed statistical analysis to provide evidence of the governor's rate of granting pardons and factors influencing his decisions

**Wisconsin Alumni Research Foundation (WARF) - Madison, WI**

June-August 2007, 2008

*Marketing Analyst Intern*

- Researched conditions in Brazil, France, and Italy to evaluate the benefits of expanding international operations and technology licensing; analyzed industries such as biotechnology, biofuel, and pharmaceutical to find key market players and market drivers and determined major universities for possible tech transfer
- Analyzed market growth, market players, and drug pipeline info to create nine disease state reports that WARF used to help market technologies in its stem cell portfolio

## SELECTED LEADERSHIP ACTIVITIES AND HONORS

**Claremont McKenna College Mock Trial**

September 2007-Present

*President; Vice President, Financial, Team Captain*

- Organized a 40-team, 300-person, regional tournament held in L.A. the largest regional ever on the west coast
- Managed a 25-person program; led auditions for new members, oversaw process of creating teams, coordinated tournament logistics, organized scrimmages, devised training curriculum, and coached students
- Managed a budget of \$10,000 to determine financial ability to attend tournaments and pursue projects
- Qualified for 2008-2010 opening round nationals and 2009 and 2010 final round national championships

**Claremont Colleges Debate Union**

September 2007-Present

*National Competitor*

- Selected for 2008 and 2009 American debate national championship and British debate national championship
- Tournament director, tabulation director, and judge for middle and high school debate programs

**Claremont McKenna College Moot Court**

September 2009-Present

*Founder*

- Top Orator at 2009 Western Regional Tournament; qualified for 2009 national championship

## SKILLS

- *Computer/Web:* Adobe InDesign, Photoshop, Pagemaker, Premier Pro; Microsoft Excel, Word, PowerPoint, Publisher; HTML; Joomla; StatA, WordPress; Zoho Creator
- *Databases:* Frost & Sullivan, MedTrack, Mintel Reports, Lexis-Nexis, Hoovers, and IQ
- *Language:* c: French (proficient)

# Samuel H. Stone

School Address:  
Box 1235, 747 N. Amherst Street  
Claremont, California, 91711

(925) 389-8558  
[ssstone14@cmc.edu](mailto:ssstone14@cmc.edu)

Home Address:  
224 Country Meadows Lane  
Danville, California, 94506

## Education

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**Claremont McKenna College – Claremont, CA** **May 2014**  
Bachelor of Arts in Government  
Claremont McKenna College Achievement Award Scholarship Recipient  
GPA: 3.83/4.00

**Monte Vista High School - Danville, CA** **June 2010**  
Principal's Honor Roll, 2006-2010  
Coursework: AP Government, AP Human Geography, AP Economics

## Work Experience

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**Rose Institute of State and Local Government, Research Assistant, Claremont, CA** **Fall 2010**

- Assisted in the research and development of *RedistrictinginAmerica.org*, a comprehensive redistricting information website for professionals and the public
- Corresponded with city officials on issues of public finance and economic development for 2011 edition of the *Kosmont-Rose Institute Cost of Doing Business Survey*
- Researched and wrote articles on political issues in the Inland Empire for the *Inland Empire Outlook*

**Monte Vista Speech and Debate Institute, Instructor, Danville, CA** **Summer 2010**

- Developed curriculum and lesson plans for four week extemporaneous speaking class
- Administered 40 lessons total to 25 high school students

**Senator Barbara Boxer, Constituent Services Intern, San Francisco, CA** **Summer 2008**

- Responded to constituent requests, advancing communication, research, written, and verbal skills
- Recorded, sorted, and entered casework data
- Assisted in coordination of special events and other teamwork orientated activities

## Achievements

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- *California State Champion, American Legion Constitutional Oratorical Contest*
- *National AP Scholar*
- *Degree of Superior Distinction from the National Forensic League*
- *Semifinalist, Congressional Debate, National Forensic League Nationals*

## Skills

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- Computer: Maptitude for Redistricting, ArcGIS, WordPress, Microsoft Word, Excel, and PowerPoint
- Language: Spanish (basic/intermediate)

**Kathryn S. Yao**  
 7507 Maribeth Drive  
 Dallas, Texas 75252  
 (469) 951-9887  
[kyao14@cme.edu](mailto:kyao14@cme.edu)

<b>Education</b>	<b>CLAREMONT MCKENNA COLLEGE</b> B.A. expected June 2014      GPA: 4.0	Claremont, CA
	<b>PORTSMOUTH ABBEY SCHOOL</b> U.S. graduate May 2010      GPA: 4.07	Portsmouth, RI
<b>Leadership</b>	<b>Editor-in-Chief</b> of the <i>Beacon</i> (school newspaper) <b>President</b> of Junior Class <b>Co-Chair</b> of Human Rights Club <b>Red Key</b> (School Campus Guides and Ambassadors) <b>Captain</b> of Junior Varsity Field Hockey Team <b>Captain</b> of Varsity Tennis Team	
<b>Experience</b>		
Full 2010- Spring 2010	<b>ROSE INSTITUTE of State and Local Government</b> Research Assistant	Claremont, CA
	<ul style="list-style-type: none"> <li><i>Rose Report</i> Editor</li> <li><i>Kosmont-Rose Cost of Doing Business Survey</i> assistant</li> </ul>	
	<b>CLAREMONT MCKENNA COLLEGE – Dean of Students Office</b> Student Assistant	
Summer 2009	<b>YUNNAN TELEVISION</b> Summer Intern	Kunming, China
	<ul style="list-style-type: none"> <li>Interactive TV Assistant</li> </ul>	
	<b>YUNNAN MAGAZINE</b> Summer Intern	Kunming, China
	<ul style="list-style-type: none"> <li>Photographer</li> <li>Assistant editor</li> </ul>	
<b>Awards</b>	2010 William Griffin Kelley Memorial Trophy, 2010 Cum Laude Society, 2009 Faculty Form V Award, 2008 Leader in Scholarship Award, 2009 Haney Scholarship	
<b>Skills/ Personal</b>	Language skills: French and Chinese Computer skills: IBM/Mac, Word, PowerPoint, Excel, Adobe InDesign CS3	